

# FINANCIAL TIMES

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From Petri dish to dinner plate  
Technology, Page 12

Today's surveys  
Logistics  
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Separate sections

## Brussels to leave open loophole in competition rules

Retailers and distributors of petrol, beer, luxury goods and perfumes will be allowed to continue to exploit a loophole in European Union competition rules because of delays over rewriting policy. The European Commission decided to extend by two years regulations that allow certain exclusive agreements, such as those between breweries and pubs, to be spared scrutiny. Page 16

**Ex-Barings manager claims £500,000**  
Mary Walz (left) one of the senior managers at Barings in charge of rogue trader Nick Leeson. Idd claims to a £500,000 (£780,000) bonus she was promised hours before the discovery of hidden losses of \$230m last year. Ms Walz, who was sacked for her part in the collapse, told an industrial tribunal in London that she had been described as "e star" while being told of her bonus by Barings deputy chairman Andrew Tuckey. Barings is now owned by Dutch bank ING Group. Page 10

**Chrysler set to equal record:** Chrysler, smallest of the big three US vehicle builders, reported strong sales during the summer, setting it on track this year to equal the record \$3.6bn of after-tax earnings it recorded in 1994. Page 17

**UK seeks to end aluminium tariff:** British aluminium producers broke ranks with other European producers and called for an end to the 6 per cent tariff charged on about 60 per cent of the aluminium imported by the European Union. Page 5

**Soyabean segregation rejected:** Unilever and Nestlé, two of Europe's largest food manufacturers, rejected segregation of genetically modified US soybeans as impractical. Page 7

**BA pledges to save Air Liberté jobs:** British Airways pledged to save the jobs of 1,250 staff at Air Liberté after tabling a £3m takeover bid to administrators of the French carrier. Page 17; Lex, Page 16

**Germany maintains recovery:** Germany maintained its economic recovery in the third quarter, the Bonn economics ministry reported. It predicted that gross domestic product would show stronger year-on-year growth than in the second quarter. Page 3

**French seek UK rail franchises:** Connex Rail, UK transport subsidiary of French water group Compagnie Générale des Eaux, took over the South Eastern rail franchise covering Kent and Sussex and said it hoped to acquire two more. Page 10

**Traub shares suspended:** The future of Traub, one of Germany's leading machine tool makers, was in doubt after its shares were suspended on the request of Deutsche Bank, one of its biggest creditors. Page 17

**Japanese group plans new airline:** Japan's largest discount travel agency, H.I.S., plans to launch the country's first new internal airline in 46 years. Page 16; Observer, Page 15

**Pensions advisers fined:** The UK Securities and Investments Board fined four of the country's leading independent financial advisers a total of £405,000 (£632,000) in the first significant disciplinary action to stem from the probe into personal pensions mis-selling. Page 10

**Taxes needed to ease Russian poverty:** A quarter of Russians live below the poverty line but there is little the government can do to ease their plight unless companies start paying their taxes, social services minister Victor Ilyushin said. Page 3

**Australian banks agree to merge:** New South Wales-based bank St George launched an agreed \$2.6bn (US\$2.1bn) bid for Advance Bank, its Sydney-based rival. Page 17

**World Service changes approved:** UK foreign secretary Malcolm Rifkind approved plans by the BBC for restructuring its World Service after the corporation offered concessions designed to protect the "special character" of World Service broadcasts. Page 10

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STOCK MARKET INDICES

New York: Dow Jones Ind. A	2,814.47	+45.09
NASDAQ Composite	1,294.02	+15.75
S&P 500	2,143.52	+31.5
DAX	2,693.58	+7.55
FTSE 100	4,932.7	+101.8
Nikkei	21,028.25	+61.08

US RATES

3-month Treasury bill	5.75%
6-month Treasury bill	5.75%
12-month Treasury bill	5.75%
10-year Treasury note	5.75%
30-year Treasury bond	5.75%

OTHER RATES

US 3-month interest rate	5.75%
3-month Eurozone rate	5.75%
6-month Eurozone rate	5.75%
12-month Eurozone rate	5.75%

NORTH SEA OIL (Average)

Brent Blend	24.75
Light Sweet	23.85

## Wide-ranging privatisation plan intended to raise \$8bn in next 12 months

# Spain to shake up public sector

By Tom Burns in Madrid

Spain is to launch a privatisation drive, restructure some loss-making state-owned companies and close others in a bid to stem the public-sector drain on state revenues ahead of the planned launch of the European single currency in 1999.

The plan calls for more than Pta1,000bn (\$7.8bn) to be raised in the next 12 months in privatisation receipts – well over twice the amount realised in a single year by past privatisations.

The main feature in the plan

will be the sale of part of the government's controlling stake in Endesa, the dominant electrical utility.

The government's 63 per cent stake in Endesa will be sold over the next three years in successive global offerings. These are expected to raise some \$9.3bn at current market prices.

The privatisation programme will begin before the end of 1996 with a low-key sale of the state's remaining 3.8 per cent stake in Gas Natural, the LNG importer and distributor. It will pick up speed at the beginning of next year with

the full privatisation of Telefonos, the telecoms operator.

Global co-ordinators for the sale of the state's 21 per cent stake in Telefonos, which is valued at around Pta469.1bn, will be appointed before the end of this month. The disposal is scheduled to take place in late January or early February.

The ministry plan envisages that the state's remaining 10 per cent of Repsol, the oil, gas and chemicals group, will be sold in the first half of next year in an offering that would raise Pta121.7bn at current market prices.

The industry ministry plans to sell off its stake in Endesa in tranches of about 20 per cent at 12-month intervals, starting in the second half of the year.

This strategy is in line with recent analysis by domestic brokers suggesting that the markets can absorb up to Pta500bn of Endesa shares in a single offering. Endesa, which made record net profits of Pta81bn in the first six months of this year, is the jewel in the state's corporate crown. Its privatisation has been delayed by the setting-up of a liberalised regula-

tory framework for the electricity sector. Broad agreement on the liberalisation guidelines and on new tariffs is expected before the end of this month.

The revenues raised from the sales will be placed in a common fund, supervised by the industry ministry, that will seek to end the haemorrhage of funds to state-owned companies. Between 1989 and 1995 total government funding to these state-owned companies amounted to Pta8,664bn. An amount of Pta672bn is already earmarked as subsidies to loss-making enterprises during the 1997-99 period.

The ministry believes that Hunosa, the nationalised coal group, should be wound up over the next 10 years. Hunosa lost Pta77bn last year and is scheduled to receive government aid totalling Pta230bn over the next two years.

The ministry also believes cuts will be needed in the state-owned shipyards. These are forecast to lose Pta30bn this year, 50 per cent more than planned. The armaments group Santa Barbara will have to close three of its seven plants and shed a third of its 2,300 labour force to avert bankruptcy.



## Italy warned against 'hasty' return to ERM

By Lionel Barber in Luxembourg

France warned Italy yesterday against a "hasty" re-entry of the lira into the exchange rate mechanism.

The warning, delivered in the margins of a meeting of European Union finance ministers in Luxembourg, foreshadows tense negotiations between Italy and the EU on the terms of re-entry.

Hopes that the Italian currency would re-enter soon rose after the weekend agreement on the entry for the Finnish marka at 3.04 to the D-Mark.

But Mr Jean Arthuis, French finance minister, declared that the lira's parity inside the ERM had to be "durable, sustainable, and credible".

"To be hasty on the re-entry [of the lire] would mean to take a risk which would cause harm to the Italian and European monetary authorities," he said. France's hard line on the lira's parity coincides with German reservations about admitting debt-ridden Italy in the first wave of countries joining the planned launch of economic and monetary union on January 1 1999.

Mr Jürgen Stark, deputy German finance minister, called for a "clear, hard, strict, and narrow" interpretation of the Maastricht treaty's criteria for ERM membership.

The Maastricht criteria cover public deficits, government debt, inflation, and interest rates. The treaty also stipulates that countries must respect the "normal" fluctuation margins provided by the ERM without severe tensions for at least two years.

The dilemma for the EU is that the centre-left government in Italy is making unprecedented efforts to meet the public deficit target of 3 per cent of gross domestic product, and is sensitive about having its chances of membership prematurely written off. Mr Romano Prodi, Italian prime minister, is pushing a draconian budget for 1997 through parliament to qualify for ERM in spring 1998. Observers believe he would like to open talks on the lira's re-entry after passage of the budget, possibly by mid-November.

Mr Carlo Ciampi, Italy's treasury minister, said he was

Continued on Page 16

## Philips set for further change after warning over profits

By Gordon Cramb in Amsterdam

Philips, Europe's biggest maker of electronics goods, yesterday warned that half-year profits may not rise – foreshadowing a further internal shake-out.

"We believe it necessary to accelerate planned actions for recovery," the Dutch group said, promising further details when it announces third-quarter results in nine days.

Based on preliminary information for the three months to September, Philips said it was "most unlikely" that operating income in the half year would improve from the F12.18bn (\$1.8bn) achieved in July-December 1995.

Philips' shares on the Amsterdam Stock Exchange closed F12.30 down at F162.50 on the news, the first statement on the company's outlook since Mr Cor Bouwstra took over this month as chairman from Mr Jan Timmer.

Asked why it had needed to issue a profit warning so close to a results announcement, an official said: "If we have this knowledge internally, we feel it is appropriate in the financial world that we share that knowledge with our stakeholders." He declined to specify where the problem lay.

In late July Philips, which has been hit by severe price competition across a range of its activities, cut 6,000 jobs – or 15 per cent of those employed – at its consumer

Continued on Page 16  
Lex, Page 16

## Buoyant Dow boosts shares across Europe

By Lisa Branston in New York and Philip Coggan in London

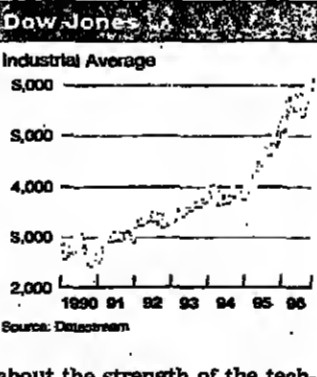
The Dow Jones Industrial Average surged past the 6,000 mark in early trading yesterday, apparently headed for a new landmark in the long-running world bull market in equities.

The strength of Wall Street gave a further lift to shares in Europe, where several indices set new highs. In London, the FT-SE 100 index recovered from early losses to notch a record close of 4,838.7, up 10.6 on the day. Closing peaks were also established in Budapest, Copenhagen and Oslo.

The recent buoyancy of the US stock market was prompted by the US Federal Reserve's decision last month not to raise interest rates. Subsequent economic statistics indicating a lack of inflationary pressure have appeared to back the Fed's judgment.

Twice last week the Dow climbed above 6,000 during trading, only to fall back. Yesterday's move was more decisive: at 1pm New York time, the Dow was up 43.23 at 6,012.61. However, the rise came in light volume and without the support of the bond market, which was closed in observance of Columbus Day.

The Dow's move through 6,000 has been hailed compared with its surge through 5,000 last November, just nine months after passing 4,000. Then, in one of the strongest bull market runs in the history of US equities, the blue chip index smashed through 5,000 and continued straight up for six months, until worries



about the strength of the technology sector led to rockiness on the market over the summer.

Few on Wall Street are worried about this weekend's anniversary of "Black Monday" – October 19 1987 when the Dow tumbled more than 22 per cent in one day – but many believe the pace of the market's increase should slow along with the cooling pace of corporate earnings growth.

Mr Eric Miller, chief investment officer of Donaldson Lufkin & Jenrette, believes that estimates for 12 per cent earnings growth next year are too optimistic and could contribute to volatility in the market if corporate earnings disappoint. "I don't think we're going to see 7,000 in 1997," he said.

In Europe, share prices have been supported by low interest rates as governments and central banks try to offset the restrictive fiscal packages imposed to qualify for the single currency.

London stocks, Page 34  
World stocks, Page 38

Customers shop in a Paris supermarket near a poster promoting the use of the proposed European single currency, the euro. The Leclerc supermarket chain is using specially minted euro coins in its 500 outlets to raise public awareness about the new units. Picture: Reuters

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EUROPEAN NEWS DIGEST

German GDP rise continues

Germany maintained its economic recovery in the third quarter, the Bonn economics ministry reported yesterday. It predicted that gross domestic product would show stronger year-on-year growth than in the second quarter when GDP was a real 1.2 per cent higher than in the second three months of 1995.

González opens up poll lead

Mr José María Aznar's Popular party government has registered a sharp fall in popularity within six months of taking office, according to the quarterly poll of voting intentions published by the newspaper El País. The poll indicated that the opposition Socialist party led by Mr Felipe González (pictured left yesterday) had opened a five percentage point lead over the centre-right PP, reversing the findings of the newspaper's poll last July.

Ukraine to let hryvna float

Ukraine will let the hryvna float freely on the local foreign exchange markets, the central bank chairman said yesterday. Mr Victor Yushchenko told Interfax: Ukraine that the bank last week stopped defending a rate of 1.76 hryvna to the dollar. Ukraine had spent \$200m in order to boost confidence in the new currency since its introduction on September 2. The hryvna yesterday closed at 1.77 to the dollar on the Interbank Currency Exchange. Analysts expect the hryvna to remain steady in the coming weeks. Capital inflows are growing and monthly inflation was 2 per cent in September.

French communists probed

The current and past heads of the French Communist party have been placed under formal investigation by a magistrate in relation to allegations that they illegally accepted payments for their party from Générale des Eaux, the French communications and utilities group. Mr Robert Hue, secretary general, and Mr Georges Marchais, who headed the party for 22 years until January 1994, were both "mis en examen" by the Paris-based Judge Laurence Vichnevsky in connection with his inquiry into payments alleged to total about FF25m (\$4.8m) paid between 1984 and 1994 to Sycopar, market research consultants believed to have been closely linked with the Communist party.

Marseilles poll polarised

Candidates from both the Communist and the far-right National Front parties triumphed in Sunday's first round of voting in a Marseilles parliamentary election, in a result reflecting discontent with both the Juppé government and with the opposition Socialist party. The by-election at Gardanne, just north of Marseilles, was to replace Mr Bernard Tapie, who has been forced by multiple legal problems to resign his parliamentary seat. Running in the same Radical Socialist colours as Mr Tapie, Mr Bernard Kouchner, former health minister in a Socialist government, gained only 13.2 per cent, or half the first round score of Mr Tapie in 1993. The government-backed candidate won only 16.6 per cent. In contrast, Mr Roger Méli, Communist mayor of Gardanne, doubled his 1993 first-round score to 37.8 per cent, giving him the edge in the run-off election in two weeks. Mr Damien Bariller, National Front candidate, boosted his performance by 8 points to 26.8 per cent. Polarisation of the vote to the anti-European extremes was a flow to mainstream parties, particularly to the Socialists, where some complained yesterday their party's pro-European stance was preventing them capitalising on discontent with the government.

ECONOMIC WATCH

Belgian GDP rises by 3%

Gross domestic product in Belgium rose 3 per cent in the second quarter compared with the first and was up 1.5 per cent on the same quarter last year, according to the Belgian National Bank. Revised figures also showed that in the first quarter GDP rose 1.3 per cent from the previous quarter, up 0.4 per cent on the year. Economists have already recast their forecasts for growth this year upwards to around 1.5 per cent. The steady growth may help to ease the impact of a tough austerity budget unveiled a week ago by Mr Jean-Luc Dehaene, the Belgian prime minister. The Bank's figures showed that private consumption rose 1.5 per cent in the second quarter, compared with the first and was up by 1.6 per cent year on year. Company investment was up 10 per cent in the second quarter compared with the first three months of the year, and up 1.7 per cent year on year. Spanish producer prices were unchanged in August from July, but were up 0.8 per cent from a year earlier. The EU's seasonally adjusted unemployment rate was 10.8 per cent in August, unchanged from July and compared with 10.7 per cent a year earlier. Norway had a September trade surplus, excluding ships and oil platforms, of Nkr8.089bn compared with a surplus of Nkr9.5bn in August and Nkr4.096bn in September last year.

Russia 'must pay taxes to beat poverty'

By John Thornhill in Moscow One-quarter of Russians live below the poverty line but there is little the government can do to ease their plight unless companies start paying their taxes, Mr Victor Ilyushin, Russia's social services minister said yesterday. Describing the situation as "critical", Mr Ilyushin said real incomes had fallen 40 per cent since 1991 while income differentials had increased dramatically. "We have to admit that poverty is widespread. The number of citizens on incomes below the subsistence level is about one-quarter of the Russian population," he said. The number of Russians living below the official subsistence level of about \$80 a month has fallen as a result of the sharp falls in the inflation rate. In 1992 one-third of Russia's 150m population was then estimated to live below the poverty line. Mr Ilyushin, who left the presidential administration to join the government two months ago, attacked company directors for not paying their tax bills on time. This had hamstrung the government's attempts to provide adequate social welfare for the most needy, he said. The public health authorities had only received 60 per cent of their budget this year, education 65 per cent, and culture 30 per cent. "We can only pay wages and even here problems are arising," he said. President Boris Yeltsin last week demonstrated his determination to get tough with tax debtors by establishing an extraordinary commission to chase payments. It is headed by Mr Victor Chernomyrdin, prime minister, and Mr Anatoly Chubais, chief of presidential staff. Mr Chubais said yesterday that some of the first revenue to be raised by the commission would be used to develop the federal judicial system, giving the state stronger legal powers to collect overdue taxes. "Society is suffering both due to a lack of laws and the state's inability to enforce them," he said. There is considerable resistance among many Russians to paying taxes given the current political uncertainties and the low opinion

in which the government appears to be held. An opinion poll of 1,600 Russians published yesterday found that 71 per cent believed taxes were too high with only 11 per cent approving of the government's drive to raise tax revenues. The tax police have begun a television advertising campaign urging people to examine their consciences and pay their taxes so that pensioners and the poor do not suffer. Mr Roland Nash, economist at Renaissance Capital, a Moscow-based investment bank, dismissed the excuses of many indebted companies that a build-up of inter-prise debts prevented them from paying their tax bills. "The problem with revenues is not so much that they do not exist, but that they have not been collected," he said. Some economists suggest, however, that forcing some struggling Russian companies to settle their tax arrears could push them into bankruptcy, increasing the country's unemployment rate and further straining government finances.

Belgians shocked at removal of Dutroux judge

By Emma Tucker in Brussels Belgians reacted with shock and anger last night after the judge credited with doing the most to uncover a paedophile ring and arrest the alleged killer of four young girls was removed from the investigation. The Cour de Cassation, Belgium's highest court, said it was upholding formal complaints against Mr Jean-Marc Connerotte, that he had compromised his impartiality by attending a dinner organised by supporters of the victims' families. The complaints against Mr Connerotte, the investigating magistrate in the so-called Dutroux affair, were brought by lawyers for the two main defendants who have been charged in connection with the paedophile ring. The decision provoked a demonstration outside Brussels' Palais de Justice where a crowd of protesters booed at the news of Mr Connerotte's dismissal from the case. He has become something of a national hero following his work to uncover the case which involved the alleged kidnapping and murdering of two eight-year-old and two teenage girls. His supporters argue that his presence at a spaghetti supper by victims' families was a simple act of humanity. The court president said yesterday the impartiality of magistrates was "a fundamental rule". Yesterday Mr Paul Marchal, father of Ann Marchal who is alleged to have died at the hands of the paedophile gang allegedly led by Mr Marc Dutroux, said: "It is the beginning of the end. Justice is dead."

The lawyer representing the families of Julie Lejeune and Melissa Russo, the eight-year-olds alleged to have been left to starve by Mr Dutroux, said he would appeal against the decision. One consolation for those opposed to the removal of Mr Connerotte is that the investigation will continue to be carried out by the public prosecutor's office in Neufchâteau. The victims' families had feared it would be transferred to Brussels or Liège. Later this week King Albert of Belgium and Queen Paola will meet the justice minister, Mr Stefan De Clerck, for a round-table discussion on the case which has shocked Belgium to its core and undermined confidence in the country's justice system.

BLUE CHIPS OF TODAY AND TOMORROW

Hitachi Zosen: Building a Bright Future

Known as one of the world's largest shipbuilders, Hitachi Zosen has diversified since the late 1980s to become a big player in environmental systems, a high-growth area that the Company has positioned as crucial for its future progress.

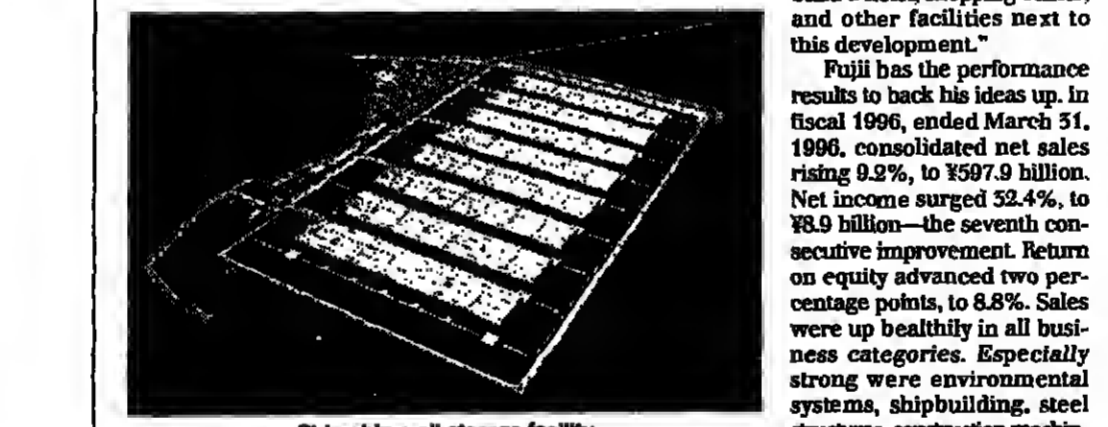


Yoshihiro Fujii, Chairman and CEO

Playing the People Card Yoshihiro Fujii, the chairman and chief executive officer of Hitachi Zosen Corporation, considers the people play his key card. "I knew when I took over at Hitachi Zosen that it had a core of great people. After all, they had done well for so long. My job was to motivate them, to get them to believe that they could do anything. I'm also tough. Those who don't respond to encouragement have no place in business. Simple, isn't it?"

Being the Best Fujii has transformed Hitachi Zosen's corporate culture by instilling at least one common instinct—the fear of losing. "We've been in a survival game since the day I took over. We've eliminated or combined countless areas. We've also diversified tremendously. The point here, however, has been to move into areas where we knew we would do well, whether that be because we had the capital resources or we could draw on

this point." Dynamic-96 emphasises Hitachi Zosen's dedication on quick responsiveness. "Speed is the essential ingredient more than ever this year," says Fujii. "It ties together what I think are three core qualities." He says that the first point is to act globally. "After all, we must compete with some incredibly tough players worldwide. Our sales units now work much more closely with customers. And we're endeavoring to cut costs by procuring internationally and by using computer-integrated manufacturing."

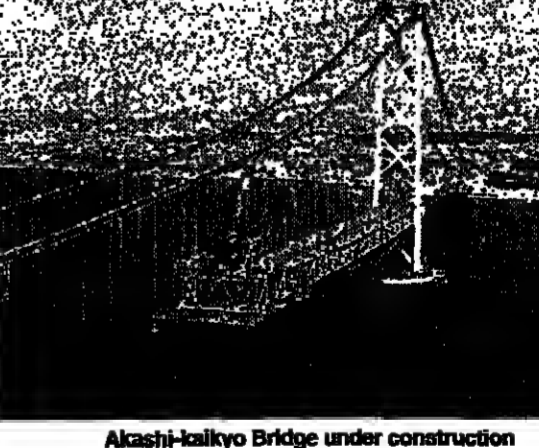


Shiroshima oil storage facility

Fujii backs up the rhetoric with one-on-one meetings around 1,000 employees in the Hitachi Zosen Group each year. Throughout the organisation he is renowned for taking the time to hear people out, note and address their problems and gather new business ideas. But he also asks a lot of relevant questions. He wants to know exactly what is happening from the bottom to the top. Fujii has worked wonders for morale. But the morale is not simply for its own sake. "You have to constantly challenge people to move ahead. You can't do that just by sitting back in the office and waiting for things to happen. And I frankly know you can't truly motivate people by simply being a voice on the phone. You have to look firmly in people's faces, quickly evaluate what they're thinking, and try to get them to put themselves on the line for you. I'll praise people where merited and sometimes have to take people to task. The only way to do that is to their face. And in both cases I have one objective, to share my vision, my dreams for the company."

some excellent expertise in existing operations." Fujii sees Hitachi Zosen as an organisation that is constantly reinventing or strengthening itself to reach one goal. "You have to be quick on your toes to survive in the next century. And you can only do that by becoming number one, or close to it, in your business. It's an age of speed; you're history if you don't keep your wits about you. That's why, for example, we're shifting some key machinery and prime movers capacity from Osaka to the Ariake Works, which has to date been a shipbuilding operation." Hitachi Zosen is spending ¥15 billion to upgrade and expand at the Ariake Works. After the new facilities are completed in October 1997, the complex will contribute ¥180 billion to net sales, with this figure rising to ¥200 billion within the next few years.

Fujii has the performance results to back his ideas up. In fiscal 1996, ended March 31, 1996, consolidated net sales rising 9.9%, to ¥597.9 billion. Net income surged 52.4%, to ¥8.9 billion—the seventh consecutive improvement. Return on equity advanced two percentage points, to 8.8%. Sales were up healthily in all business categories. Especially strong were environmental systems, shipbuilding, steel structures, construction machinery, and logistics systems. Hitachi Zosen's environmental systems business encompasses such areas as plants to treat solid, gaseous, and liquid waste, as well as environmental protection, resource recovery, and biotechnology. This area should benefit greatly from the establishment of a comprehensive R&D center, which is designed to accelerate systems and services commercialisations. The ultimate goal is to make this area the engine of Hitachi Zosen's growth by the turn of the century, with at least ¥500 billion in Group sales.



Akashi-kaiyō Bridge under construction

The third priority is to generate new businesses and products. "We'll act on great employee or divisional ideas, which is why we started an in-house venture system." One of the fruits of Hitachi Zosen's new business operations is unsweetened, caffeine-free Tochu Tea, which has become a best-seller in Japan as tastes have shifted away from coffee

Giving shape to dreams, one by one Hitachi Zosen TOKYO, and OSAKA, JAPAN

NEWS: INTERNATIONAL

Mugabe rejects attack over power plant tender Zimbabwe's president tries to deflect outcry from foreign companies and local unions



Robert Mugabe: dashed hopes of reconsidering YTL deal

President Robert Mugabe has vigorously defended the controversial \$600m sale of a 51 per cent stake in Zimbabwe's state-owned Hwange power station to a Malaysian company amid alarm from foreign investors and protests from local trade unions.

The deal dismayed other foreign tenders and alarmed western diplomatic missions in Harare because it bypassed the established tendering procedure. The country's trade union movement "unreservedly condemned" the agreement.

The decision to award the Hwange project to YTL had been opposed by the Zimbabwe Electricity Supply Authority (Zesa), but the entire board was sacked at the start of this month. The move was attacked by the ZCTU, which said: "Dissolving a board for

standing for the truth is naive, intimidatory, dictatorial and outright irresponsible". In an interview with the FT Mr Mugabe sought to deflect criticism by disclosing that part of the proceeds would go towards giving young black entrepreneurs a start in business.

some European donors think they alone should participate in our economy. But they are here already in a very strong way, and we want other participants as well." Mr Solomon Tawengwa, the sacked Zesa chairman, had earlier warned in a letter to the transport minister that a takeover of Zesa assets for a mere pittance at the expense of our indigenous people.

Michael Holman and Roger Matthews

PUK advance towards key town Iranian involvement denied US calls for ceasefire

Anti-Saddam Kurd faction captures two more towns

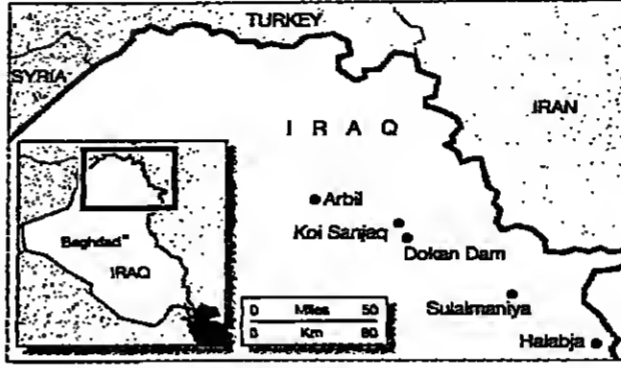
By Roula Khalaf

The Iraqi Kurdish faction opposed to Iraqi President Saddam Hussein yesterday gained further ground in the Kurdish north, recapturing two more towns from the rival Kurdistan Democratic party (KDP) after taking the city of Sulaimaniya.

In September allowed Mr Saddam to reassert his influence in the Kurdish enclave and make a mockery of the so-called "safe haven" set up by the allies to protect the Kurds after the Gulf war. But it also prompted US retaliatory strikes on Iraq's air defence systems in the south.

in Washington, the State Department called on both Iran and Iraq not to intervene. "We are calling on both the PUK and the KDP to end the fighting," said Mr Nicholas Burns, the state department spokesman. "We hope both Iran and Iraq will stay out of the fighting."

The revolutionary command council on Sunday called on the Kurdish factions to keep away from foreign powers and start talks in Baghdad. Moreover, although Iran stayed on the sidelines last month, analysts say the risk of more active Iranian involvement in this round cannot be ruled out.



Another course of action is for the rejuvenated PUK to attempt to negotiate with the KDP based on the new balance of power in the north. This is where analysts look to the US, which has for years attempted to reconcile the two Kurdish parties, to play an active role. After requesting Mr Saddam's help last month, Mr Massoud Barzani, the KDP leader, has been attempting to distance himself from the Iraqi regime.

INTERNATIONAL NEWS DIGEST

Taliban foes take stock

Afghan leaders resisting the Taliban Islamic militia met yesterday to discuss tactics as they fight back towards Kabul, the capital. Gen Ahmad Shah Massoud, former Afghan government military chief and Gen Abdul Rashid Dostum, the northern ethnic Uzbek leader, held talks in a trailer surrounded by snow-capped peaks at the strategic Salang pass where the once-unstoppable Taliban have been turned back.

Earlier, the Taliban government conceded it had lost the northern frontline town of Jalal-ud-Din and was fighting ousted government forces around Bagram airbase, an hour's drive north of Kabul.

The Taliban captured Kabul on September 27 and pushed north to bottle up Gen Massoud's forces in his Panjshir valley stronghold. But Gen Massoud's battle-hardened guerrillas have pushed the Taliban most of the way back to the capital in the past two days.

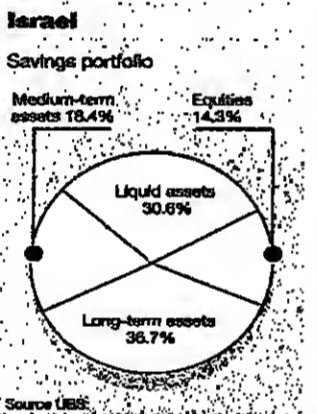
ILO cuts SA jobless estimate

Unemployment in South Africa is far lower than the 33 per cent rate commonly stated, the International Labour Organisation said in a report yesterday. It added that measures to "price workers into jobs" risked worsening the country's severe problems of poverty and inequality.

Israel savings tax reform runs into trouble

By Judy Dempsey in Jerusalem

Israel's finance ministry was yesterday on a collision course with the government and the central bank after Mr Dan Meridor, the finance minister, failed to push through a package of capital market reforms.



interest on the former - was rejected by the government and the Bank of Israel. Mr Benjamin Netanyahu's conservative Likud-led coalition considers any tax on short-term savings as an unpopular measure while the Bank of Israel believes that such a tax increase would drive the small investor out of savings into consumption, creating more inflationary pressures and swelling the current account deficit.

between \$4bn and \$5bn, or 4.7 per cent of gross domestic product by the end of the year. "The Brodet proposals contain very good recommendations that should help deepen and broaden our capital markets," Mr Jacob Frenkel, governor of the Bank of Israel, said yesterday. "But in the short term it is essential the government budget promotes long-term sustainability... and even better, if the government finds the resolve to recommend ever deeper budget cuts."

Mr Meridor wants to trim the budget deficit by at least Shk4.9bn (\$1.5bn) for next year as he is expecting it to reach Shk12bn, or 4 per cent of GDP this year, above the legally permitted deficit limit for 1996, or 2.5 per cent of GDP. Mr Netanyahu supports such measures but is beholden to a fragile coalition which is loath to accept further cuts.

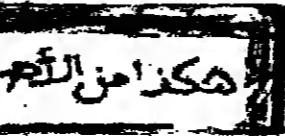
to finance investments through borrowing on international markets. "This was creating more pressure on the deficit as well as fuelling consumption," a finance ministry official said. "That is why we want to win back confidence to long-term savings through tax incentives." The fate of the reforms hangs in the balance. The government, finance ministry and Bank of Israel will try to seek a compromise by the end of the month. "Any measures must be coupled with tackling the budget deficit," insisted a Bank of Israel official. "That is our principle," he added.

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Table with columns for Country (USA, Japan, Germany, France, Italy, UK) and various economic indicators like Money, Broad Money, Short Interest, Long Interest, Equity Market Yield, and Unemployment Rate.

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British producers at odds with other Europeans in their pursuit of cheaper imports

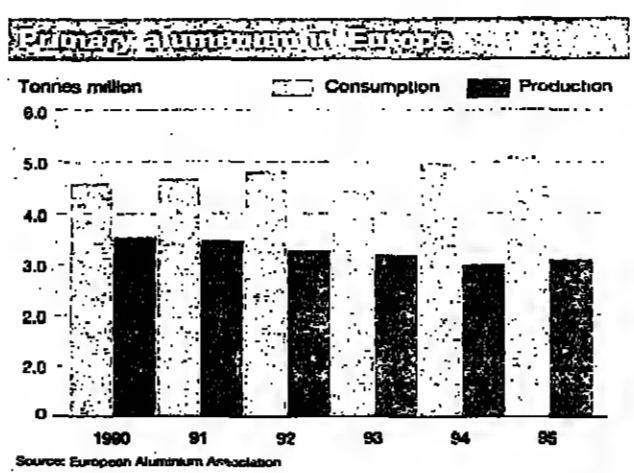
# UK call to scrap EU aluminium tariff

By Kenneth Gooding, Mining Correspondent

British aluminium producers have broken ranks with other European producers by calling for an end to the 6 per cent tariff charged on about 60 per cent of the aluminium imported by European Union countries.

The UK group, led by British Alcan, a wholly-owned subsidiary of Alcan of Canada, points out that last year the EU imported 2.7m tonnes of primary aluminium or 56 per cent of the 4.8m tonnes consumed. Imports are likely to grow because EU production of aluminium is expected to fall because of increased energy costs and environmental constraints.

The European Aluminium Association continues to defend the 6 per cent tariff. Mr Bernard Legrand, chairman, says: "It is a partial but fair buffer to help compensate the European industry for the disadvantages we suffer on currencies and our geographic position."



Source: European Aluminium Association

process. In Europe 22 smelters have closed in the past 15 years. "France produces the same amount of metal in four plants today as it did from 12 some 15 years ago."

## Seoul opens building market to foreigners

By John Burton in Seoul

South Korea is to allow five foreign building companies to compete for contracts - the first breach of its protected construction market. The foreign companies granted licences yesterday include Bechtel International and Fluor Daniel of the US, Singapore-based Bovis Asia Pacific, Fujita of Japan, and China State Construction Engineering.

including the construction of a new airport, railways, roads and port facilities. Foreign construction inspectors have been allowed to operate in South Korea since last year following the introduction of measures to improve domestic construction procedures in the wake of several accidents.

Other measures included tighter regulation of subcontracting and an increase in the warranty period for construction projects from five years to 10-20 years. Korean construction companies have generally enjoyed a good reputation abroad, where they are subject to tighter inspection standards.

## US in deal on tomato imports from Mexico

By Christopher Parkes in Los Angeles

A provisional agreement to fix a minimum price for Mexican tomato imports to the US has soothed Florida's powerful farm lobby, but raised fears in other states that their southbound agricultural trade may suffer.

Arizona, the most important entry point for the shipments, and other regions which yearly send \$5bn worth of US agricultural produce to Mexico, are concerned they may lose business. The Mexican government issued a statement complaining of US heavy-handedness which led to the deal, and again rebutting claims that its farmers' exports were driving Florida's growers out of business.

in force for more than 80 years, and which is stoutly defended by Californian growers who provide 95 per cent of all US consumption. The Department of Agriculture is reviewing the ban, which its proponents say protects US farmlands from medfly and other pests and diseases which are allegedly widespread in Mexico.

### WORLD TRADE NEWS DIGEST

## Mahathir urges cut in imports

The main focus of Malaysia's budget for 1997 will be to reduce "unnecessary" imports and bring down the nation's stubborn current account deficit. Dr Mahathir Mohamad, the prime minister, said yesterday. This would represent a departure from Malaysia's broad policy of gradually eliminating trade barriers in line with its regional free trade commitments.

World Trade Organisation members yesterday agreed to intensify their efforts to meet a November 7 deadline for formal agreement on a draft declaration to be made by ministers when they meet in Singapore in December. Progress on the declaration has been slow because of a deep rift in the organisation over the inclusion of so-called "new issues" on the Singapore agenda.

### WTO declaration push

The five areas of contention relate to what if anything ministers should say about labour standards, investment, competition policy, bribery in government procurement and WTO rules - including those relating to anti-dumping - in the light of the globalising world economy.

### IBM in S Korea joint venture

LG Electronics is expected to announce today a \$30m joint venture with IBM to produce and market personal computers in South Korea. The venture, in which IBM will hold a 51 per cent stake, is meant to improve the US computer maker's access in the Korean market, while upgrading the technology of LG's computers.

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- International Bank of the Year in Central and Eastern Europe, *Central European*
- Best Loan Arranger in Eastern Europe, *Euromoney*
- Securities House of the Year in the Middle East, *MEED money*
- Best Asian (ex-Japan) Research Team, *Institutional Investor*
- Best Securities House in Asia, *Euromoney*
- First for Asian Equities, *IFR Securities*
- Equity House of the Year in Asia, *Asiamoney*
- Best Foreign Bank in Brazil, Russia, Slovakia, Poland, Bulgaria, Vietnam and the Philippines, *Euromoney and/or Central European*

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# ING BARINGS

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NEWS: ASIA-PACIFIC

Rise in HK boat people alarms UK

By Jeremy Grant in Hanoi
A sharp rise in the number of Vietnamese taking to the high seas in vessels bound for Hong Kong in the last two months has sparked British concerns of a fresh exodus of boat people.

estimates by the United Nations High Commissioner for Refugees (UNHCR).
That figure equals the total number of boat people who arrived in Hong Kong between 1991 and 1995.

intercepted by police as they disembarked on Hong Kong's shores.
In some cases, Vietnamese workers are smuggled across the Chinese border before boarding boats in Chinese waters as a way of avoiding the Vietnamese navy.

drawing to a close. In the last three months south-east Asian nations have been forcing asylum seekers in their camps back to Vietnam after the UNHCR cut all funding for them.

embarrassing legacy of illegal Vietnamese workers in Hong Kong after working hard to clear the camps.

Japanese ponder poll candidates

Political realignments have blurred voter choice. Michiyo Nakamoto reports

Tokyo housewife Mrs Mariko Takishima says she has always voted - but "always for the least objectionable candidate".

discuss politics together and have very clear political views. Their vision is of a caring, peace-loving, environmentally conscious and more democratic government that genuinely reflects the views of the people.



Hisamitsu and Mariko Takishima: Mrs Takishima says she has always voted for the least objectionable candidate

money to bail out failed financial institutions or support a bloated bureaucracy.

But most strikingly, as decisions are likely to be both couples feel that their choice of candidate will be one of a process of elimination in search of a responsible government that more directly reflects the will of the people.

The predicament that Mr and Mrs Takishima face is shared by many Japanese as they prepare to cast their votes for members of the Diet, the lower house of parliament.

The frenetic realignment of parties that has characterised Japanese politics in the past several years has blurred the distinction between the country's main political parties whether in government or in opposition.

Unlike the Takishimas, who distrust any connection between religion and politics, the Hashizumes are dedicated members of the Soka Gakkai, a modern Buddhist organisation with a wide following that has advised its members to support the NFP in proportional representation, and plan to vote for Mrs Ono, also a Soka Gakkai member.

"She knows my mother and asks after her. She has also done a lot to support changes from the point of view of the housewife, so I have a lot of confidence in her."

Advertisement for ISO 14001 certification. Features 'It's Official' logo with a dove and SGS International Certification Services logo.

Seoul seeks bank mergers

South Korea yesterday promised to try to accelerate financial liberalisation following the approval of its entry into the Organisation for Economic Co-operation and Development.

Japan fund costs to fall

The cost of long-term funds for Japanese industry is to fall significantly, the country's top corporate lender, the Industrial Bank of Japan, announced yesterday.

Two charged at Vietcombank

The former head of Vietcombank, Vietnam's biggest bank, and his deputy face criminal charges linking them to fraud allegations surrounding a Communist party venture, the official Lao Dong (Labour) newspaper says.

Thai finance minister quits

Thailand's finance minister, Mr Bodi Chunnaranda, resigned yesterday, a move which stirred more turmoil in the country's battered financial markets.

Bangladesh electricity offer

The government of Bangladesh has agreed to open the electricity generation industry to foreign investments. Local and foreign private-sector companies will be offered tax holidays as well as VAT and other tax exemptions on imported equipment.

New Australia shares row

Australia's new Liberal-National coalition government was yesterday embroiled in new allegations about conflicts of interest after Mr John Moore, industry minister, acknowledged he still holds shares in a venture capital company.

Gas threat to HK metro

Hong Kong police have drawn up security measures for the territory's subway train network after receiving a phone call threatening a gas attack, they said yesterday.

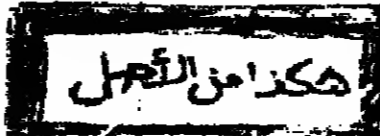
Japan election

In the table accompanying the report in the Financial Times of October 12/13 about the election campaign of Mr Ryutaro Hashimoto, the Japanese prime minister, his placing in previous elections in the constituency and that of his rival, Mr Mutsuki Kato, were transposed.

Advertisement for Moritz spa/hotel complex. Includes logo for Moritz and contact information for Global Funding and Management, Inc.

Vertical text on the right edge: 'to make... gasp... California...'

Vertical text on the right edge: 'hallo renew... me-link cl...'



# Dole to make last-gasp bid for California

By Jack Martin in Washington

Mr. Bob Dole yesterday flew to California for tomorrow night's second televised debate with President Bill Clinton and, apparently, to make a last-ditch attempt to win the largest state.

A weekend strategy session headed by the Republican presidential candidate reportedly found Mr. Dole's sides all but unanimous in recommending he should not abandon California, as President George Bush did in the final months of the 1992 campaign.

Mr. Dole himself, according to a report in The New York Times, did not finally agree to this recommendation, which was partly based on encouraging news from the latest poll conducted by Mr. Mervin Field, the dean of California polling.

It found Mr. Dole had cut Mr. Clinton's lead in half and was now only 10 points ahead in the state. California's 54 electoral college votes

constitute the largest single prize on November 5, a total 270 electoral college votes are needed to secure the presidency. No Republican has become president this century without carrying California.

But the cost of pouring vital financial resources into advertising in California in the remaining three weeks of the campaign could be to reduce outlays in other pivotal states, particularly in the midwest, which Mr. Dole also needs to win if he has any chance of becoming the next president.

Most analyses of state-by-state opinion show Mr. Clinton comfortably ahead throughout the midwest, except Indiana, as well as in the north-east and, even allowing for the latest Field poll, the west.

Mr. Dole's base in pursuit of electoral college votes is strongest in the prairies and parts of the south, but by most calculations he is still reasonably assured of little more than 100 votes in the



Bob Dole with the mascot of a local Young Republicans group in Hamilton, New Jersey, at the weekend

college. By contrast Mr. Clinton is reckoned to have well over 300 votes in the bag and with reasonable hopes of sharing the dozen or so which appear the most competitive at this stage.

Some of these include traditionally Republican states. One example is Virginia, which last voted for a Democratic presidential candidate in 1964, but where the latest poll, published by the Richmond Times-Dispatch puts him nine points up.

Mr. Clinton moved to counter a persistent Republican criticism by subjecting

# Petrochemicals move shows up constraints on Zedillo

By Daniel Dombey in Mexico City

The Mexican government's decision to abandon the long planned privatisation of much of its petrochemicals industry is the latest and most important example of the growing economic policy constraints faced by the administration of President Ernesto Zedillo.

The planned privatisation of 61 state-owned plants producing secondary, or derivative, petrochemicals has been the biggest casualty to date of more open political opposition - much of it within his own Institutional Revolutionary party (PRI) - to economic reform.

The decision encouraged selling of the Mexican peso yesterday. It weakened to 7.765 to the dollar by midday, its weakest level for some nine months, in spite of positive trade figures which showed an unexpectedly high preliminary trade surplus for September of \$601m. It closed at 7.675 on Friday and a week ago stood at 7.522.

It was a vote last month by the national assembly of the PRI opposing the privatisation

that drove the final nail into the coffin of the privatisation. But it had long been difficult. It had previously been postponed by the government of President Carlos Salinas, which had privatised about \$22bn of assets from 1988 to 1994, and delayed before by the current government. Ever since nationalisation in 1938, Mexico's oil industry has been one of its most potent national symbols.

The abandonment of the sell-off, which was estimated to raise some \$1.5bn, is likely to delay significantly the full exploitation of the country's petrochemicals capability, according to industry specialists.

In light of the difficulties, government ministers have been stressing liberalisation as a means of modernising the economy, as much as privatisation. This reflects in part the success the Zedillo administration has had in liberalising long distance telecommunications and the distribution and transportation of natural gas.

Mr. Jesús Reyes-Heroles, the Mexican energy secretary, said on Sunday that only minority stakes in the

concerns would be sold, rather than the majority stakes previously indicated. In an interview, he acknowledged the possibility that some of the petrochemical assets would remain unsold.

However, at the same time, liberalisation measures would seek to encourage private investment in new projects. For example, new secondary petrochemical plants would no longer need a permit to be built.

He said there was \$4.8bn of potential and real new investment in the wings for the industry, which because of government financial constraints had suffered from under-investment for 14 years. This included \$1.1bn of Pemex investments that would be now be made by the private sector and a further \$3.7bn in separate private projects already being studied or built.

However, while industry specialists acknowledged the sector's potential because of the plentiful siting, feedstock and the location, next door to the US, they said it was too early to say whether the potential would be fulfilled. Liberalisation would take longer than privatisation

to exploit the potential, even with the fact that many of the existing petrochemicals plants are in poor condition.

"We do not know what the rules are going to be for private companies competing with majority state concerns for access to feedstocks, and access to the market," said one senior chemicals executive. "Until regulations for such things are clear, no one's going to be in a rush to invest."

Despite the problems with petrochemicals, the government is still moving ahead with privatisation of the railways, which in overall economic terms is regarded as significantly more important than petrochemicals.

The oil sell-off also had an inauspicious beginning with the abandonment last week of the first rail privatisation after the only bid failed to meet the preset minimum price. However, three companies are authorised to bid for the country's North-East Railway, Mexico's busiest line. The government hopes 85 per cent of the rail network will be in private hands by the end of next year.

# Soyabean segregation rejected

By Alison Maitland

Unilever and Nestlé, two of Europe's largest food manufacturers, yesterday rejected segregation of genetically modified US soyabean as impractical in spite of concern among food retailers that consumer choice is being put at risk.

The new soyabeans, developed by Monsanto, the US biotechnology company, to be resistant to one of its best herbicides, are being harvested in the US and exports are due to begin to Europe in the next two months.

EuroCommerce, the EU retailers' trade body, last week said the modified beans should be kept separate and only traditional beans be exported this year to give the EU food industry time to educate consumers and avoid a fresh food scare.

Soyabeans and their derivatives are used in about 60 per cent of processed foods.

Unilever, which was picketed in Germany last week by protesters from Greenpeace, said it was aware of the consumer choice issue. But the new soyabeans had been declared safe by EU regulatory authorities and were indistinguishable.

"In terms of the huge quantities wanted by companies such as ourselves, segregation [by the suppliers] is not economically viable," it said.

Against the grain, Page 12  
Commodities, Page 28

# Ortega 'ahead' in Nicaragua

A new poll at the weekend showed Mr. Daniel Ortega, Nicaragua's former leftwing president, surging to a slight lead over his main challenger, conservative Mr. Arnaldo Alemán of the Liberal Alliance, AP reports from Managua.

But the independent poll also found this Sunday's presidential election too close to call and said Mr. Alemán seemed to have an edge among the 15.4 per cent of undecided voters.

It is the first national poll to put Mr. Ortega, of the Sandinista National Liberation Front, in the lead, though the margin of error makes the result a statistical dead heat. Polls last week showed him leading in the capital, Managua.

The poll by CINCO, an independent research organisation, said Mr. Ortega would get 36.7 per cent against 33.9 per cent for Mr. Alemán. None of the other 21 presidential candidates got more than 4.1 per cent.

The poll showed a trend favouring the Sandinistas: Mr. Alemán's share is down from 38.6 per cent in August, while Ortega's is up from 30 per cent. If no candidate gets more than 45 per cent of the vote, there will be a run-off in November between the top two.

The isolated Atlantic Coast region, which has about 10 per cent of the country's 2.4m eligible voters, was not polled.

# Argentine 'mafias' condemned

## Cavallo renews crime-link claim

By David Pilling in Buenos Aires

Mr. Domingo Cavallo, former Argentine economy minister, may have been in New York on speaking engagements yesterday, but it was in Argentina where he was making headlines.

Only 80 days after his surprise sacking, Mr. Cavallo has returned to the political stage with fresh accusations of government links to organised crime and hints that he may run for Congress in next year's mid-term elections.

Mr. Cavallo chose as his moment to renew attacks on Argentine "mafias" a week in which President Carlos Menem launched a crusade against corruption after massive fraud was uncovered at the customs service.

The then economy minister's accusations in August 1995 that government officials were linked to organised crime provoked huge controversy within the administration and are believed to have hastened his dismissal in July. Since then, Mr. Cavallo has been practically silent, spending much of his time in Ecuador where he is an adviser to Mr. Abdalá Bucaram, the newly elected president.

But, in a weekend interview with La Nación newspaper, Mr. Cavallo said: "I'm

extremely pleased that President Menem has placed himself at the head of the fight against the mafias. Last year, when I denounced the existence of such mafias, he told me... it was not the right moment [to take up the issue]. I would have liked to join him in the battle from within the government, but now I will do it from outside."

Mr. Cavallo's offer to join the anti-corruption crusade has not met with universal government approval. His suggestion that Mr. Elías Jassan, justice minister, was not the right person to take on organised crime provoked a rebuke from Mr. Carlos Corach, interior minister: "Nobody is going to tell us how to combat corruption."

Mr. Corach said there were several pending legal cases against officials appointed by Mr. Cavallo, including at the tax department, the customs service and at Banco Nación, accused of taking bribes in the award of a contract to IBM.

"When the court cases are over, we will see how many politicians are implicated in corrupt practices and how many technocrats," said Mr. Corach.

Mr. Cavallo's image as an outspoken critic of corruption is likely to be an important asset if he attempts to return to the political arena.

# You can't fool Mother Nature. But you can work with her.

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**Forecast**

Climate Center

July 19-21	Heavy showers, daytime high temperatures rising to the mid-80s, nighttime low near 70°.
July 22-24	Sunny, daytime high in the 80s, sprinkles.
July 25-28	Heavy showers, daytime high in the 80s.
July 27-30	Sunny and warm, daytime high near 90°.
July 31-Aug 1	Light showers, daytime high in mid-90s.
Aug 2-5	Clear and warm, daytime high rising to mid-90s, nighttime low rising to mid-70s.

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NEWS: UK

MPs are urged to carry out rapid investigation of cash-for-questions claims against ex-minister

## Speaker of Commons warns on 'sleaze'

By James Blitz, Political Correspondent

Mrs Betty Boothroyd, Speaker of the House of Commons, said yesterday that the "cash-for-questions" affair was damaging the reputation of parliament. She warned MPs that they must complete a new investigation into the matter "as soon as possible".

As the Commons authorities launched a full-scale investigation into allegations against Mr Neil Hamilton, a former Conservative minister, Mrs Boothroyd said the

issues were "very serious," and that "the reputation of the House as a whole has been called into question".

The main allegation, fiercely denied by Mr Hamilton, is that he had been paid by Mr Mohamed Fayed, chairman of Harrods, to table questions in the House of Commons.

Addressing MPs as they met for the first time after the summer recess, Mrs Boothroyd said "all necessary steps" would be taken to ensure that Sir Gordon Downey, the commissioner for parliament-

ary standards, had the resources required to carry out an investigation into the Hamilton case.

She also insisted that the proceedings of the all-party committee for standards and privileges - to which Sir Gordon is accountable - should be "as transparent as possible".

Opposition MPs last night claimed that Mrs Boothroyd's intervention was a further embarrassment for the government over the cash-for-questions affair.

The government has been trying for more than two years to escape

the reputation that some of its MPs are mired in "sleaze". Mrs Boothroyd's call for a speedy investigation increased speculation at Westminster that a report into the Hamilton affair might be published before the next general election, which must be held at the latest by the end of May next year.

The Speaker's statement came as the House committee for standards and privileges considered the way in which allegations about Mr Hamilton should be handled.

The committee was also due to consider whether it could examine

evidence that Mr David Willetts, a former Conservative whip, put pressure on the committee of members' interests when it made a preliminary attempt to examine the Hamilton case in 1994.

Sir Gordon has insisted that he has no powers to judge the allegations against Mr Willetts. However, there was speculation at Westminster yesterday that the committee could recommend that his powers be widened to encompass issues of "privilege" - parliamentary language for the rules under which the Commons operates.

## Party reels from allegations and defections

Leaked memo puts unwelcome spotlight on the government

The furore caused by the leak of the so-called Willetts memo - the supposed proof of the government trying to subvert a quasi-judicial parliamentary process - has had an extremely unwelcome side-effect for Mr John Major, the prime minister.

Apart from the role it appears to have played in persuading the former Conservative MP, Mr Peter Thurnham, to defect to the centrist Liberal Democrat party, it has shone a spotlight on the workings of the government's whips' office. The whips are the government's managers of its business in the Commons, whose aim is to ensure that no parliamentary vote is lost.

The office is widely regarded as a secret society made up of hoolies. What has hitherto been unknown is that each whip makes notes of all important conversations. This will strike fear into the hearts of MPs and even journalists. The thought that their private chats, including gossip about colleagues, have been com-

mitted to paper will be most uncomfortable. The point of the system, one party manager disclosed, was to keep all the whips abreast of important intelligence without having endless meetings.

Unfortunately, the system appears to have backfired slightly in the case of the Neil Hamilton affair. These were the allegations that Mr Hamilton, a former trade minister in the Conservative government who is still an MP, received many thousands of pounds in the late 1980s for asking questions in the Commons to further the business interests of Mr Mohamed Fayed, owner of the celebrated Harrods store.

In late 1994, the House of Commons members' interests committee, chaired by the Conservative MP Sir Geoffrey Johnson Smith, was under pressure to look into the Hamilton allegations. This, however, would have been unwelcome to the government because its popularity had been damaged by a seemingly endless stream of newspaper stories about



Major's dwindling majority: Peter Thurnham (left), who switched from the governing Conservative party to the centrist Liberal Democrats last week, is the third Conservative MP to leave the party in the past 12 months. The first was Alan Howarth (right), a former junior education minister, who became the first sitting Conservative MP to switch to the Labour party - the main opposition party. Mr Howarth quit complaining of the government's "arrogance of power". Emma Nicholson, a former vice-chairman of the party who said she could no longer endure seeing Britain's future "endangered by the government's indecision and weak leadership on Europe," switched to the Liberal Democrats last December.

Conservative MPs receiving cash for asking parliamentary questions.

In October of that year Mr David Willetts, then a government whip and now a close adviser to Mr John Major, had a conversation with Sir Geoffrey.

This was recorded by Mr Willetts in one of the whips' offices secret notes, which was leaked 10 days ago. The note appears to summarise a discussion about how the more damaging charges against Mr Hamilton could be kept outside a committee investigation - or if a full investigation were to take place, how it should be as rapid as possible.

Mr Willetts has said that this one piece of band-

written paper cannot be understood properly without reference to other government papers. He is hopeful that a new investigation will clear him of any suggestion that he was attempting to subvert the quasi-judicial function of the committee.

Yesterday, as parliament returned after its summer break, a new committee, the standards and privileges committee, is due to discuss the terms of reference of the new investigation into the Hamilton affair. It will be carried out by Sir Gordon Downey, the commissioner for parliamentary standards who reports to the committee.

A number of MPs, including the leaders of the opposi-

tion Labour and Liberal Democrat parties, believe Sir Gordon does not have the power to look into the question of whether Mr Willetts was involved in a government scheme to impede the earlier investigation. Sir Gordon is understood to share these concerns. There is pressure therefore for this to be examined by an independent tribunal.

Although to the electorate this question may seem less important than whether MPs received cash for questions, it is important for MPs themselves. It strikes at the heart of the British parliamentary principle that MPs are answerable only to the electorate. If it were shown that MPs were not fit to sit in

judgment on themselves, the question would arise about whether they should be permanently answerable to some kind of outside authority, capable of having them thrown out of parliament.

The government cannot therefore dismiss as political propaganda the attack by Mr Thurnham that he was defecting largely because of his concern at attempts "to suppress inquiries into allegations of sleaze".

Many MPs on all sides of the House share these concerns. As a result, the whips' job of ensuring the government wins its votes with its thin majority will become even more difficult.

Robert Peston

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NOTICE OF MEETING

Dear Shareholders,  
We have the pleasure of inviting you to attend the Annual General Meeting of shareholders, which will be held on October 24, 1996 at 11:00 a.m. at the registered office at 47 Boulevard Royal, L-2449 Luxembourg, with the following agenda:

AGENDA

- Presentation of the reports of the Board of Directors and of the Auditor.
- Approval of the balance sheet, profit and loss account as of June 30, 1996 and the allocation of the net profits.
- Discharge to be granted to the Directors for the financial year ended June 30, 1996.
- Action on nomination for the election of the Directors and the Auditors for the ensuing year.
- Any other business which may be properly brought before the meeting.

The shareholders are advised that no quorum for the items of the agenda is required, and that the decisions will be taken at the majority vote of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors

**LATIN AMERICAN INVESTMENT COMPANY**  
Société d'Investissement à Capital Variable  
Siège social: 47, Boulevard Royal, L-2449 Luxembourg  
R.C. Luxembourg B 40.169

NOTICE OF MEETING

Dear Shareholder,  
We have the pleasure of inviting you to attend the Annual General Meeting of shareholders, which will be held on October 24, 1996 at 11:00 a.m. at the registered office at 47 Boulevard Royal, L-2449 Luxembourg, with the following agenda:

AGENDA

- Presentation of the reports of the Board of Directors and of the Auditor.
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By order of the Board of Directors

**POLISH INVESTMENT COMPANY**  
Société d'Investissement à Capital Variable  
Siège social: 47, Boulevard Royal, L-2449 Luxembourg  
R.C. Luxembourg B 51.221

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By order of the Board of Directors

The Financial Times plans to publish a Survey on



### Manchester

on Tuesday, November 12

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FT Surveys

**Friday, October 18**  
at 11:00 pm (French time)

## New numbering plan in France

### How to call numbers in France from another country.

On October 18, 1996 at 11:00 pm French time (9:00 pm UTC), France will switch to a new telephone numbering plan. These changes anticipate for the ever increasing volume of telecommunications traffic in France (new services, fax, mobile phones, etc.). This new plan provides a reserve of numbers for several decades to come and marks a further step towards harmonization with European directives and international recommendations. This New Numbering Plan applies to all numbers you call in France. To call a number in France from another country, simply dial the country code 33, followed by a 9-digit number.

#### 9 digits to call all numbers

**To call Paris and the Paris region.**  
There are no changes. You will continue to dial the 9-digit number which begins with 1.  
For example: + 33 1 ...

**To call the "provinces" (other regions).**  
Depending on the location, dial 2, 3, 4 or 5 in front of the current number, which remains the same.

The digits to be added are shown on the area code map and in the area code table.  
For example: + 33 20 ... becomes + 33 3 20 ...

**To call mobile numbers and special services.**  
To call a mobile phone, dial 6 before the current 8-digit number.


To call special services (videotex, audiotex), dial 8 before the existing 8-digit numbers, which remain the same.

To the current number beginning with:		To the current number beginning with:	
Add:		Add:	
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6	02	6	08
6	03	6	09
6	06	6	30

**To call French overseas "départements" and territories (DOM - TOM).**  
There are no changes. You dial the 3-digit access code, followed by the 6-digit subscriber number.  
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**Remember...!**  
Don't forget to update your personal directories. If necessary, plan for the updates of all French numbers (including speed dialing) stored in your equipment: telephones, fax machines, modems, etc.

**How to phone when you are in France.**  
For all calls within France, dial 0 before the 9-digit number. The domestic long distance access code, 16, will no longer be used. To call another country from France, dial 00 (instead of 19).



**France Telecom**

مركز الأعمال





NEWS: UK

Controversial reform accepted after BBC pledges to preserve 'special character'

# World Service compromise agreed

By Raymond Snoddy  
in London

Mr Malcolm Rifkind, the foreign secretary, has approved plans by the BBC for restructuring its World Service, but only after the corporation offered 20 new measures.

The concessions are designed to protect what were described in a statement agreed by the BBC and Foreign Office as the "special character, style, ethos" of World Service broadcasts in the English language.

Yesterday's compromise

came after an independent committee examined the BBC's proposals for incorporating BBC World Service programme makers in new divisions covering all of BBC television and radio leaving commissioning as the only prime World Service function.

The concessions now accepted include making sure that World Service news and immediate current affairs programmes will be produced by a dedicated unit with BBC News, co-located with the World Service including the foreign

language services. "Co-location" is a big concession by the BBC. Opponents of the restructuring argued that the close physical proximity of the World Service staff and the foreign language specialists was important for the quality of the service.

Challenged about the plan to separate the two, Sir Christopher Bland, the BBC chairman, suggested earlier this year that they could use telephones to communicate.

Yesterday's agreement specifies "any period of separation to be kept to a minimum and entered upon

only if and when the World Service has agreed that the advantages significantly outweigh the disadvantages".

An independent advisory panel is also to be set up under the chairmanship of a BBC governor to advise the governors on World Service output and performance.

Mr Rifkind and Sir Christopher have also asked the panel of independent experts to reconvene in a year to review the progress of BBC restructuring proposals.

The National Audit Office

had already been invited to look at the functioning of the new financial mechanisms after six months.

The Foreign Office hoped that the extra clarity and safeguards obtained "will be a victory for the BBC World Service".

The Campaign to Save the World Service last night gave an initial qualified welcome to yesterday's agreement between the Foreign Office and the BBC although it feared there would still be longer term problems.

# Former Barings manager demands bonus

By John Gapper,  
Banking Editor

Ms Mary Walz, one of the senior managers at the Barings merchant bank in charge of its rogue trader, Mr Nick Leeson, yesterday laid claim to a £500,000 (\$780,000) bonus she was promised hours before the discovery last year of hidden losses of \$890m.

Ms Walz, later sacked for her part in the Barings collapse, told an industrial tribunal in London that she had been described as "a star" while being told of her bonus by Mr Andrew Tuckey, the deputy chairman of Barings, in February 1995.

Ms Walz, who was global head of equity derivatives trading, was among 21 senior managers who were dismissed or who resigned in April 1995. She is the only one of them to seek her profit-sharing bonus for 1994 from the investment bank ING Barings.

If her claim is upheld, it could lead to further claims by former managers of the merchant bank, which is now owned by the Dutch bank, ING Group. They may include Mr Ron Baker, formerly Ms Walz's direct boss at Barings.

Ms Walz told the tribunal that, at a meeting in his room, Mr Tuckey handed her a slip of paper with the figure for the bonus she was due to receive.

"He said something like: 'Mary, what can I say? You are a star.' Ms Walz said. There was no suggestion the bonus was provisional.

Ms Walz said she thought she still deserved it. "I worked extremely hard during 1994 for Barings and gave a tremendous commitment to my job. I was never once given any indication that I was not doing what they wanted."

Her claim was criticised as "preposterous" by Mr Nicholas Underhill, a lawyer representing Barings. He said the proposed distribution of bonuses was based on a false belief that Barings had made profits of £204m during 1994. It was "surprising" Ms Walz claimed to be entitled to a £500,000 bonus "in respect of a period in which Barings' derivatives operation in Singapore made spectacular losses and drove the bank into insolvency".

Barings claims that Mr Tuckey's verbal promises to various staff of the bonus payments were only a provisional indication.

Mr Baker will today attempt to clear his name before a tribunal of the Securities and Futures Authority, the City regulator. He faces a three-year ban from working in the City if he fails.

This combination of industrial tribunal and SFA hearing is the biggest challenge that ING Barings has faced over the way it handled the senior managers involved.

The Walz tribunal hearing continues.

UK NEWS DIGEST

# Germany told not to delay Eurofighter

Mr Michael Portillo, the UK defence secretary, yesterday warned Germany that export orders for the Eurofighter combat aircraft would be hit unless all partners in the £40bn (\$62.4bn) project moved to the production phase "without further delay".

He believes Germany could drag its feet over the production of the aircraft - a joint venture with the UK, Spain and Italy - because of attempts to curb public expenditure in the approach to European economic and monetary union.

"I have made clear that the British government is ready to proceed," Mr Portillo said in the House of Commons yesterday. "If we are to have good export prospects for the aircraft, it needs to be produced without further delay."

Bonn is currently locked in negotiations with Daimler-Benz Aerospace (DASA), the prime contractor in Germany, over the financing of the next phase of the project.

Yesterday a German defence ministry official said DM100m (\$67.50m) had been allocated for the project in next year's budget, but that DASA was demanding DM390m. "We want the aircraft but there are tight constraints on the money available in the 1997 budget."

George Parker in London and Peter Norman in Bonn

WATER REGULATION

# Companies face price review

Ofwat, the water industry regulator, will announce today that it is to conduct a price review of water companies five years ahead of schedule. The announcement by Mr Ian Byatt, Ofwat's director-general, that he will stage a mid-term price review in 1999 follows complaints that he has been too lenient with an industry that has been too greedy. Most of the biggest water companies are former state utilities.

The current caps on the prices which water and sewerage companies are allowed to charge customers were set last year for a ten-year period expiring in 2004. But Mr Byatt has been under intense political pressure to take a tougher line with a much-criticised industry, particularly from the opposition Labour party. The latter has threatened to clamp down on water company profits if it comes to power at the next general election.

Legia Boulton

GAS INDUSTRY

# Monopoly uncertainty deepens

Ofgas, the gas industry regulator, yesterday left open the possibility that a forthcoming Monopolies and Mergers Commission inquiry into British Gas's TransCo pipeline monopoly might investigate the corporate structure of the company.

British Gas said it viewed the Ofgas statement as an implied threat, and Mr Philip Rogerson, British Gas's deputy chairman, said Ofgas's decision to raise the structural issue in such an oblique way adds to the regulatory uncertainty surrounding TransCo.

Robert Corrine

CURRENCY SPECULATION

# Trader withdraws forex schemes

Connaught Drysbury, a London-based company, has stopped offering currency trading schemes to private investors and returned all deposits to its customers, believed to number about 50. It has withdrawn its application to the Securities and Futures Authority for permanent authorisation.

Mr Tobias Ridpath, Connaught's managing director and controlling shareholder, said future options for the company were under review, although he gave no further explanation for the company's decision. Mr Ridpath was previously an account executive at Financial Management International, a company wound up last year by the Securities and Investment Board.

Clay Harris  
Europe's artful dodgers, Page 15

ECONOMY

# Oil prices hit manufacturers' costs

Higher oil prices hit British industry last month, pushing up manufacturers' fuel and raw material costs and causing the first rise in factory output price inflation for 14 months. But the underlying annual rate of manufacturers' output price inflation, which excludes petrol, food, drink and tobacco, was the lowest for 29 years, easing fears that strengthening consumer demand was tempting manufacturers to make large price rises.

RETAIL SALES

Annual % change in value (seasonally adjusted)

The official figures come as Britain's biggest retailers report that sales grew strongly during September but at a slower rate than in August. The latest survey by the British Retail Consortium suggests that the buoyant pick-up in retail sales is not getting out of hand even though inflationary pressures remain subdued.

Graham Bowley

INWARD INVESTMENT

# Italian group to make batteries

A £10.5m (\$16.8m) battery factory to be built in south Wales by the Italian-based Finamm group. The group has agreed with the Welsh Development Agency to buy a 12-acre site at Crumlin, near Newport, where it will produce batteries for fork-lift trucks and other heavy-duty uses. At full production, the plant will make 500,000 lead-acid traction cells a year and almost 90 per cent of output will be exported to continental European markets. The project will receive an undisclosed amount of grant aid from the Welsh Office.

Roland Adburgham  
Editorial comment, Page 15

MOBILE TELEPHONES

# Personal calls 'exceed business use'

More people are using mobile phones for personal calls than for work for the first time since cellular services were introduced in the UK, the latest annual survey the London-based consultancy Continental Research shows. It also indicates that service providers can expect only half the revenues from subscribers using their phones for personal purposes than from business customers.

Alan Crane

# First electric cars to set out for a test drive

By Haig Simonian,  
Motor Industry Correspondent

The first experiment with electric cars in a British city will be announced today. Sir George Young, transport secretary, will announce at the British Motor Show, which begins today, that 14 electric-powered Peugeot 106 cars will operate in the Midlands city of Coventry for an initial period of a year.

The Coventry experiment mirrors a much more substantial scheme in La Rochelle on the west coast of France, where 50 of the environmentally friendly electric Peugeot 106s were used by private motorists, companies and public-sector bodies

between 1993 and 1995. The La Rochelle experiment, which included a substantial investment in setting up a network of electric recharging points around the town, has drawn international attention to electric vehicles, especially in a restricted urban environment. Shortly before it ended, Peugeot launched a commercial version of the electric 106 in France for about FF92,000 (\$18,150).

The Coventry scheme, under discussion for about 18 months, is more modest. Unlike La Rochelle, where the state-owned Electricité de France utility strongly supported the project, the £500,000 UK venture has found it harder to find sponsors.



New charge: an electric Peugeot 106 is plugged into a power point in Coventry

The Energy Saving Trust is contributing an undisclosed sum to launch the venture, while four users including Coventry City Council, East Midlands Electricity, PowerGen and the Royal Mail will buy a handful of electric 106 hatchbacks and vans.

Peugeot says the vehicles

will be sold, not loaned. The four users will assess the vehicles, while the scheme will be also independently monitored. Peugeot says "successful progress could lead to the Peugeot 106 Electric being on sale in the UK during 1997".

● Honda Motor, the Japanese carmaker, yesterday

built its 250,000th vehicle at its factory near Swindon in southern England. The plant, which started production in 1992, expects to raise its output to 150,000 cars a year in 1998, when the two-model range will be supplemented by a derivative of one of the existing vehicles.

# Watchdog fines advisers over pensions mis-selling

By Christopher Brown-Humes  
in London

A City of London watchdog yesterday fined four of the country's leading independent financial advisers a total of £405,000 (\$631,800) in the first significant disciplinary action to stem from the probe into mis-selling of personal pensions.

Godwins, Alexander Consulting Group, Heath Consulting and Willis Corroon Financial Planning were all found to have breached rules in pension transfer business by the Investment Management Regulatory Organisation (Imro). They must pay £225,000 in costs.

In 1994, the Securities and Investment Board, the chief City watchdog, ordered life assurance offices and independent advisers to review up to 1m personal pension plan sales, mainly to identify people who were wrongly advised to leave occupational pension schemes between 1989 and 1993.

But the process has taken

longer than expected and few people have yet received compensation. Some estimates suggest that more than 300,000 people will eventually receive a total of between £2bn and £4bn in compensation.

Godwins was fined £200,000; Willis Corroon Financial Planning £95,000; Heath Consulting £70,000 and Alexander Consulting £40,000. The fines mainly related to clients not being given full or clear enough information and to poor record-keeping. "People cannot make an informed decision when they are not given all the facts. That is mis-selling," said Imro.

But Mr Hunter Devine, chairman of Godwins, said: "Neither Imro's investigation nor our own internal review necessarily indicate that any client has been disadvantaged. But clearly we regret that there have been any deficiencies at all in our procedures."

He said Godwins had so far identified 13 clients who would be paid between them

more than £90,000 in compensation. "We are determined to ensure that none of our clients suffers any loss," said Mr Devine.

Willis Corroon said it expected fewer than 5 per cent of the pension transfer cases it handled to require compensation, although it added that the first payments would not be made until next year. Redress could take the form of personal pension top-ups, reinstatement in occupational schemes, or direct cash payments, it indicated.

Imro said 18 of the 30 firms under its auspices would complete their reviews by the end of the year. A total of 77,000 pension transfer cases are being reviewed by Imro-regulated firms. It added that 340 of the 400 cases where reviews had been completed had required no corrective action. The average compensation offered was £3,000. It expects to fine a "handful" of other firms for rule breaches by the time the process is completed.

# French company hopes to win more rail routes

By Charles Batchelor,  
Transport Correspondent

A French transport group which has already won two train operating franchises in Britain hopes to add two more before privatisation is completed.

Connex Rail, the UK transport subsidiary of the French water group, Compagnie Générale des Eaux (CGE), yesterday took over the South Eastern franchise covering the Kent and Sussex region of south-east England.

The company yesterday unveiled the first of 16 trains which will run from the Kent coast to London. It took over the South Central franchise, covering south London, last May.

Connex has been short-listed in the bidding for the Great Eastern franchise, jointly with the company's management. If it acquires Great Eastern, which has routes from London into the

counties of Essex and Suffolk, it would control a sizeable part of rail operations in south-east England. The two franchises it has already won account for 17 per cent of total UK rail ticket revenues.

Connex is also preparing bids for several other franchises, including Central Trains, North East and North West Regional Railways, and is considering bidding for InterCity West Coast, which runs trains from London to the English Midlands and Scotland.

The new trains for South Eastern services will all be in service in early January. Connex has also invited bids from train manufacturers to supply a further 30 trains for delivery in 2000.

CGE's French transport subsidiary, CGEA, runs train services on 966km of route in France under contract from SNCF, the national state network, and municipal authorities.

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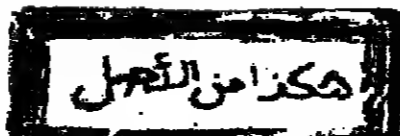
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This advertisement is issued by the British Railways Board and has been approved solely for the purposes of Section 67 of the Financial Services Act 1986 by Price Waterhouse who are financial advisers to BRB.

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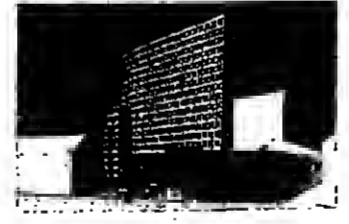
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TECHNOLOGY

Controversy around new genetically-modified crops may have caught biotech companies by surprise, says Alison Maitland

# Against the grain

**B** iotechnology companies claim genetically-engineered crops can increase harvests, benefit the environment and help avert a future world food crisis. Critics say they may damage the environment, threaten human health and remove freedom of choice from consumers.

Meanwhile, the development of genetically modified crops and food products such as tomatoes, oilseed rape, cotton and potatoes is gathering pace. A handful have won approval in all important markets. Many more are waiting to join them.

Some products, such as modified tomato paste from Zeneqa of the UK, have met little opposition. Retailers have provided customers with information and the product has been labelled.

But two new commodity crops are attracting controversy: a soyabean engineered by Monsanto of the US to be resistant to the company's own glyphosate herbicide, known as Roundup, and a maize plant designed by Ciba of Switzerland to protect itself against the European corn borer pest.

The two biotechnology giants might have anticipated consumer unease about the arrival of new genetically modified products on the European market - even though concern is far more limited in the US. But they could not have foreseen that they would be pushing their products in Europe just as the "mad cow" debacle had dented consumer confidence in food safety and regulation.

The soyabean has been approved in the US, Canada and Japan. The European Union gave permission for imports in April. Soyabeans, and the meal and oil made from them, account for 25 per cent of US agricultural exports to the EU and were worth more than \$2bn (£1.2bn) last year. The European Commission says the beans are safe and there is no need to segregate them or label products containing them. But European food retailers and environmental lobby groups are campaigning against the bean precisely

because the first imports, expected within the next two months, will not be identifiable.

It will be the first genetically modified crop to reach the European market without being labelled. Since crushed soyabeans are used in 60 per cent of processed foods, critics argue that consumers will be forced to eat genetically modified products even if they prefer not to.

EuroCommerce, which represents EU retailers and wholesalers, is urging US grain companies to segregate the beans. It says that if other genetically altered commodities such as maize and potatoes also win approval, 70 per cent of food products will contain engineered ingredients.

Monsanto says segregating beans for mass markets would be economically and physically impractical for farmers, grain companies and shippers. It would involve a costly and "monumental" restructuring of practices.

An Iowa-based company, Genetic ID, claims to have developed a test to detect whether foreign DNA has been spliced into the natural genetic sequence of soyabean or maize plants.

The British Retail Consortium says members are interested in the technology. But they are cautious about the sampling meth-

ods and whether beans identified in their raw state can be kept separate further down the food chain. Processing breaks down the protein and DNA, which show if a plant has been altered.

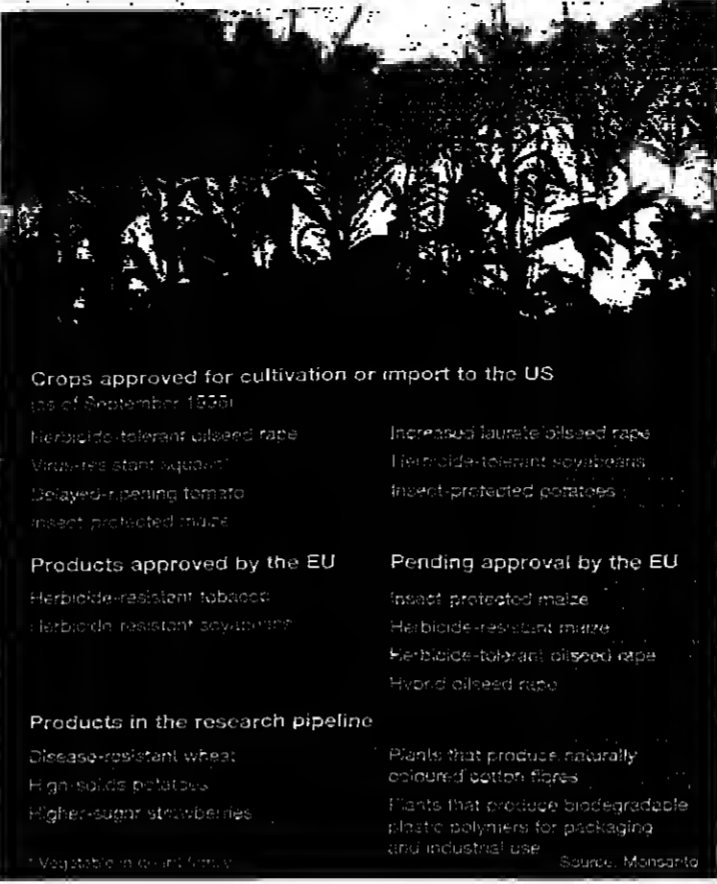
Critics argue for segregation, saying the environmental risks of engineered crops have not been fully investigated. They question whether less chemical spray will be used, as the industry argues, and they fear herbicide resistance could spread and create "superweeds".

Monsanto counters that there is no reason for segregation since the soyabean is identical to traditional beans in terms of safety, nutritional content and processing characteristics.

Ciba says its "Bt maize" boosts yields while helping the environment. The maize contains genes making it resistant both to the corn borer, which can damage as much as 20 per cent of the EU maize crop, and to a herbicide not produced by Ciba. It also contains a third, antibiotic-resistant "marker gene" (see below).

Approved in the US, Canada and Japan, this is the first genetically modified crop to fall to win backing from a majority of member states in the European Union. The UK is concerned that antibiotic resistance could pass to ani-

Harvesting research: genetically engineered crops



<b>Crops approved for cultivation or import to the US</b> (as of September 1995)	<b>Increased laurel oilseed rape</b> Herbicide-tolerant soyabeans Insect-protected potatoes
<b>Products approved by the EU</b> Herbicide-resistant tobacco Herbicide-resistant soyabean	<b>Pending approval by the EU</b> Insect-protected maize Herbicide-resistant maize Herbicide-tolerant oilseed rape Hybrid oilseed rape
<b>Products in the research pipeline</b> Disease-resistant wheat High-oleic potatoes High-starch strawberries	<b>Plants that produce naturally coloured cotton fibres</b> Plants that produce biodegradable plastic polymers for packaging and industrial use

mals, and possibly humans, from the unprocessed maize. Austria, Sweden and Denmark have environmental and labelling worries.

The European Commission has asked three scientific committees to review the case. Today's EU environment council is expected to discuss speeding things up. The regulatory process is cen-

tral to controversy over these novel products. In the US, approval is co-ordinated by three departments - the Environmental Protection Agency, the Food and Drug Administration and the Department of Agriculture.

In the EU, regulation is struggling to keep pace with genetic developments. Biotechnology companies find the process long-winded and unpredictable.

Under the directive on the release of genetically modified organisms, known as 90/269, a new product is handed for approval to the member state where it will first be marketed. That country's opinion is then subject to approval by scientists from all other member states. The Commission plans to review the directive shortly.

Meanwhile, a Novel Foods Regulation aimed at harmonising approval of products based on engineered crops is being held up by disagreement between the European parliament and member states over product labelling. Optimists expect a resolution this year, but pessimists say it will take "a very long time".

As a publicly owned company, Monsanto is under increasing

# From petri dish to supper plate

**C** urt Elmer, a retired plant biologist, stands in a sunny rooftop greenhouse at Monsanto's research park in suburban Chesterfield, Missouri, and explains gene-splicing techniques as visitors marvel at the cool, Canadian prairie atmosphere that has fooled dozens of oilseed rape (canola) plants into reproducing.

Next door, a steamy hothouse is home to flowering cotton plants that have been genetically rewired to produce a substance that is toxic to bollworms and other pests.

Throughout the facility, the race is on to restructure the genes of plants to enhance their yield or value as food and fibre.

When Monsanto first invested \$150m to build the research facility 10 years ago, biotechnology was a small sideline to its big chemicals business. Today, the company has staked its future on plant gene-transfer technology, believing that bio-engineering will fundamentally change agriculture in the next century.

Monsanto views itself as a Microsoft of engineered foods, defining and dominating a new high-tech industry. It has spent some \$1bn (£650m) on in-house research and development, and lately, as competition quickens and products come to market, has bought what it has not had time to grow.

During the past 12 months Monsanto has spent \$750m - or slightly more than last year's net earnings - to purchase parts of at least a dozen other biotech companies and gain control of valuable research patents. These acquisitions include a majority interest in Calgene, with its leading-edge technology in oilseeds and tomatoes; and the WR Grace property Agracetus, which owns a broad-based patent on cottonseed engineering.

With cross-ownership, partnership agreements, and joint ventures, "Monsanto is trying to build a castle around its biotech business that no one can breach," says Sano Snimoda, an analyst with BioSciences Securities.

As a publicly owned company, Monsanto is under increasing

pressure to generate shareholder return for these investments. However, the leap between petri dish and dinner plate is a long one, and Monsanto has to be sure not to stumble as it introduces bio-engineered crops. To that end, Monsanto lawyers have worked since 1992 with regulatory officials in the US, and later in Japan and Europe, to define and then satisfy food safety and environmental regulations for bio-engineered foods.

The company has also conducted a marketing blitz designed to get food processors and distributors to accept the new crops without special handling or labelling. It has cannily made sure that the first commercial roll-out of seeds with Monsanto-modified "software" are bulk commodities such as cotton and soyabeans that will blend seamlessly with their non-engineered counterparts as they enter the export or processing pipeline.

Consumers, Monsanto says, should be indifferent to the engineered crops, as they will not be visibly different. The company has targeted growers as the primary customers for its first generation of engineered products - insect-resistant potatoes and cotton, and herbicide-resistant soyabeans and oilseed rape.

Still, last year's launch of Posilac (BST), an engineered dairy hormone injected into cows to increase milk production, showed that Monsanto can badly miscalculate public reaction to its technology. A small but vocal group of consumers objected to a chemical company "tampering" with their milk, and protests by consumers have helped to block use of the product in Europe.

This year a similar push has slowed the European acceptance of Monsanto's genetically engineered soyabean. Company executives shrug off the protests, saying a few bumps on the road to a new era should be expected. So far, shareholders have been tolerant, willing to wait for the big pay-off in a new game.

As a publicly owned company, Monsanto is under increasing

# A golden shot of DNA

**S** cientists use two approaches to transferring genes into crops. The original method, developed in the early 1960s, relies on the natural ability of the microbe *Agrobacterium tumefaciens* to insert its own DNA into plant cells.

The scientists first make a DNA "construct" - containing both the gene for the desired trait and others that are required for technical reasons, such as promoter and marker genes. The construct is transferred into *Agrobacterium*, which carries it into the cells of infected plants.

But this is restricted to broad-leaf plants such as beans and

potatoes, which are naturally infected by *Agrobacterium*. For grain crops such as maize and wheat, genetic engineers have to insert the DNA construct directly into the plant cells.

The most popular way of doing this is to use a "biolistic" shot gun. Thousands of microscopic gold beads are coated with DNA and fired into the cells. The scientist goes on to grow whole plants from the transformed cells.

All known methods of inserting new genes into living cells are inefficient. Therefore marker genes, which identify the successfully transformed organisms, are

essential. For example, Ciba's insect-killing "Bt maize" contains two separate markers. The first, for antibiotic resistance, was added because the development process involved multiplying millions of copies of the Bt gene in bacteria. The researchers treated the bacteria with antibiotic to kill off the ones that do not contain the new gene.

The other marker makes plants resistant to the herbicide Basta. This enabled the scientists to identify the transformed plants - they were the ones that survived herbicide treatment.

Clive Cookson

Commodities, Page 28

Laurie Morse



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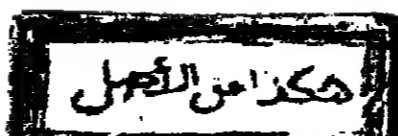
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ARTS

Drawn to last

William Packer reviews the Malcolm Collection at the British Museum

We take our great public collections so much for granted that it is sometimes salutary to reflect on how they came together and into public hands.

John Malcolm of Poltalloch, who died in 1893 at the age of 87, was a rich specialist who collected old master drawings. His chief interest lay with works of the Italian renaissance, but he limited himself to no school or period, concerned only in buying "exceptionally fine and well preserved examples."

Malcolm's collection was already famous and, in 1895, perhaps in part to atone for that earlier crassity, the government of the day voted £25,000 for the museum to buy the lot, a sum considerably below its actual value.



At the artist's elbow: Peter Paul Rubens' drawing of a man with a horse

But such thoughts are than confounded by the magnificence, spirit or sheer beauty of what is to be found in the next cabinet. Drawing at its best always brings us close to the artist at his least self-conscious and his most practical, working to a purpose and not for effect - testing an idea, solving a problem, finding out just what is there and how it looks.

Those wide, watchful eyes peer out across the centuries, the pert nose, the pursed lips. It is barely there, and yet it is all there, and there is nothing more to be done, or said.

Old Master Drawings from the Malcolm Collection: British Museum, Great Russell Street WC1, until January 5.

Opera/David Murray Refurbishment of the gods

Exactly a year ago, I wrote here about the premiere of Richard Jones's facetious, reductive Royal Opera production of Götterdämmerung, the culmination of Wagner's Ring cycle, with some contumely.

Since last February Jones has been revising his production, and the current cast - mostly the same as last year's - have made themselves more comfortable with his intentions.

Lofty Deborah Polaski, last year's Brünnhilde, returned to increased acclaim. Jones has scrapped his first draft of her opening scene with Siegfried - where they appeared quite separately, at opposite sides of the stage, though Wagner's dawn prelude is plainly a first-night afterglow - in favour of something more plausibly intimate.

Only Jones's wretched apology for the "Immolation" finale, different from before but just as cack-handed and ineffectual - no awestruck populace, no sense of supra-personal catastrophe, nothing but thin stage-tricks - left her high and dry, with nothing to do but give a concert-performance. Even then, her full-hearted vocal range and her intelligent sensibility won through.

Still, the whole of Act 2 has acquired a confident sweep. The pistol-packing SAS-style vassals, roused from bed in shirts and underpants, bristled with faintly comic menace, and this time they got their hair-raising chorus together from the start.

Theatre/Ian Shuttleworth Raw emotion in the prairie

Sam Shepard's geographical home territory is the American south-west, where for vast swathes there are few structures to be seen, only the expanse of raw earth. The plays often occupy an analogous area, concentrating on the mesas and canyons of psychology and emotion whilst doggedly trying to build load-bearing factual frameworks amongst them.



Lorraine Ashbourne and Barry Lynch

ing; he later emerges into the room itself, never directly regarded by its inhabitants, but still sharing the bottle of tequila which circulates. Gavin Grainger's Old Man combines a rumpled, low-key Harry Dean Stanton presence with the

Lorraine Ashbourne has not fully got a handle on May; she deploys her considerable lung-power with precision, but both her vocal work and solo physical gestures seem a bit studied. Eddie and May's body language together, though, is perfectly agonised: it speaks of former intimacy, desire, reluctance and fear to reactivate the dormant fires.

Ballet/Clement Crisp Haunted by dreams

The mysterious landscape of dreams in which desires, fears, ideal loves, are seen is the setting for Eidolon, Kim Brandstrup's newest piece, commissioned by Rambert Dance and given its first performance on Thursday at the Swan. High Wycombe. Brandstrup's argument is that his protagonist, I - he is haunted by an elusive dream-creature, a Woman in Red. He is indifferent to another woman (a Girl in Grey), but when the beloved of his dreams finally becomes accessible, he rejects her real self as unworthy.

What Brandstrup has done, as so often in the past with creations for his Arc Dance troupe, is to fix atmosphere rather than overt drama. I recall the haunted, haunting feel to his version of The Dybbuk, and the brilliant evocation of Mexico in his recent Saints and Sinners: in both, suggestion made sense as narrative. In Eidolon's case-history, dreams lead to no happy resolution for I. At the close, the Woman in Red's costume is carried on as a trophy; she, now in underclothes, becomes a sad outcast. The dream has been made real, stripped of its allure, and exorcised thereby. Dreams are a landscape through which the dreamer takes his way, stumbling or hurrying, pursued or pursuing, and it is a virtue of this allusive - and truly dream-like - choreography that we so strongly sense the uncertainties of I's emotions.

Brandstrup is helped by an atmospheric score from the young Danish composer Kim Helweg, well argued by London Music under Paul Hoskins. Design, by Brandstrup and Liz Reid, with costumes by Sasha Kier, is apt, elegant, unfussy. The dancing looked admirably secure: Laurent Cavanna's Woman in Red is Sarah Warsop, his Girl in Grey is Diddy Veldman: all are fine.

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Tuesday October 15 1996

COMMENT & ANALYSIS

Europe's artful dodgers

Clay Harris investigates the cold-calling foreign exchange salesmen who take advantage of gaps in financial frontiers

Protest against Austria's club

The harsh blow suffered by Austria's political establishment in the country's first European election is neither unexpected nor undeserved. But it is profoundly worrying that a demagogic preaching far-right, anti-European Union policies has been the main beneficiary of voters' disillusionment.

NZ balance

Having attracted world attention with its innovative fiscal and monetary policy, New Zealand might have been expected to bring off its political experiment with aplomb.

wants to restrict sales of New Zealand assets to foreigners, even to the extent of unwinding the recent NZ\$2bn sale of the Forestry Corporation to a consortium including Citic of China.

Ebb tide

The decision by Southern Water to scale back its overseas ventures is the latest in a succession of moves by Britain's utilities to abandon their earlier ambitious acquisition plans.

fees for the City, did little for shareholders and less for consumers. Information about the core businesses became less transparent and the existence of non-core associates created potential conflicts of interest.

Come on, lads, spank the punters! The ringing exhortation of a manager at Scandex Capital Management in Copenhagen is echoed in offices across Europe as teams of cold-calling salesmen hit the telephones in a campaign to separate investors from their money.

This time, they are offering the chance to speculate, through investments using high levels of borrowing, on daily movements in the foreign exchange market. Many investors find the result is indeed a good thrashing. All too often, they have lost all or most of their money.

Promoters of the schemes have capitalised on gaps in Europe's financial frontiers - the currency investments they offer are not controlled in many countries and have only recently been regulated in others.

But the regulators have, it appears, caught up with Scandex. Last week, Britain's Securities and Investments Board issued a warning in the High Court in London, seeking injunctions against the Danish company and Mr Jeremy Bartholomew-White, its British managing director and shareholder.

The previous week, Finanzslynt, the SIB's Danish counterpart, had closed Scandex, banning it from making sales calls or opening accounts. They are allowed to wind up positions in the interest of investors," the regulator said.

Mr Bartholomew-White and his associates including Mr Ian Farrell (a co-owner) and Mr Adrian Jewkes, who acted as "consultants", and Mr Tom Sheridan, who ran his day-to-day trading operation - have a track record in similar UK companies.

Nordex, an unrelated company, has been the subject of many complaints by customers from Ireland to Zimbabwe. Although a Danish office was closed by the authorities and raided by police at the end of August, it continues to do business from Switzerland.

But Scandex gives a rare opportunity to peek inside the world of high-pressure cold-calling, a realm of "openers" and "loaders" where a tenet is "once a mug, always a mug".

Losers at both ends of the line



John Jordan, cold caller turned whistle-blower, "once a punter always a punter"

briefly notorious in the City of London in the 1980s.

He was a director of Greenwood International Securities, a licensed share dealer wound up in 1987 by the Department of Trade and Industry. Greenwood used cold-calling to push dubious shares on a public whose appetite had been whetted by privatisation issues.

"What was amazing was how many hit-players in the late 1980s and early 1990s started their careers at Greenwood International," recalled Mr Jordan. "I'd often pick up the FT and find this guy censured and think, 'Aha, Greenwood old boy!'"

Seven weeks ago, Mr Jordan joined Scandex after answering an advertisement in London's Evening Standard and attending two interviews at the Institute of Directors' headquarters.

"I was asked if my second interview did I have any leads of my own," Mr Jordan said. One of the most valuable assets of a cold-calling business - and its salesmen - is a list of prospective customers, the more "qualified" (that is, likely to buy) the better.

According to former salesmen,

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TELESALLES... SALES ADMINISTRATOR... Norton Jensen, retired engineering manager, lost 93 per cent of £8,000 investment in a month

Scandex used leads from, among others, London-based Euro Currency Corporation. Mr Bartholomew-White and Mr Farrell were directors and owners, and Mr Sherston the trading director, at Euro Currency, which ceased trading in April.

A customer list from a company such as Nordex, in which many had lost money, was considered a golden source for leads, says Mr Jordan. "If you phoned up someone who's just lost £50,000 and you're trying to sell them foreign exchange, you'd say: 'If you lost your wallet in Safeway, would you go to Tesco? I'm not saying I can make you back all this money. What I'm saying is we'll play it straight, we should be able to get back some.'"

Ice cold-calling is more hit and miss. After most replies from a Scandex mailing to Sweden were delivered by mistake to Nordex, sales staff were obliged to use sources including the Cork telephone directory, a Greek company database and Yellow Pages listings for Gothenburg dentists.

"This," says Mr Jordan, was part of his typical spiel: "We're experts in the field of foreign exchange and money market investments, taking advantages of the movement in currency prices to make very good profits for our corporate and private clients. I have a corporate brochure that I'd like to send you if you'd be interested in this very speculative but very profitable form of investment."

Once the "opener" had persuaded the customer to send his

money, the account was handed to account managers. In some trading operations, these are known as "loaders" because their role is to persuade the client to send more money, especially after sustaining losses.

In an interview last week, Mr Bartholomew-White denied that Scandex used loaders. "We don't have that type of operation." He dismissed as "the comments of disgruntled, failed salesmen" Mr Jordan's account and those of other former Scandex staff who asked not to be identified. He said they would be paid as soon as it was legally possible.

How did clients, such as Mr Norton Jensen of Rochester, Kent, who saw 93 per cent of his £8,000 investment vanish in a month, lose their money so quickly?

Mr Bartholomew-White said all Scandex customers were advised three separate times of the risks attached to their investment. "They are aware of the risk. People make some money but they carry on and look for a bigger return."

Former sales staff, however, point to several factors. Their own commission of 10 per cent was paid once an account had been traded 10 times. "Geared" 25 times, a deposit of \$20,000 would control a position of \$500,000, magnifying potential profits and losses.

"Stop-loss" mechanisms could limit losses on each trade to \$2,000, for example, but even if they stopped there, the entire balance could quickly disappear in a relatively few trades.

Since traders' commissions were based on high volume, there was an incentive to "trade and re-trade as much as possible", according to one salesman. One man in particular had "basically raped, pillaged and looted just about everyone," says Mr Jordan. On one day, when a screen went down, more than £40,000 was lost when that man traded "blind". The situation worsened when

extra bonuses were introduced for daily volume over \$30m.

But, Mr Jordan says, "there were a couple of very decent, honest experienced traders who made the clients money - no fortune, but they were playing it very steadily, very cautiously. They were brought in because Scandex realised that the only way they were going to keep a licence was by playing it straight".

Mr Bartholomew-White says Scandex plans to appeal against the Danish decision not to grant it a permanent licence. A licence in Denmark would have been a "passport" allowing Scandex to operate throughout the European Union under the Investment Services Directive. "This company has been treated totally different to any other company in Denmark." But the Danish regulator denies this. "We treat all applications equally," says Finanzslynt.

Scandex also intends to sue the Copenhagen office of Deloitte & Touche, its former joint auditor which prepared the audit report which led to the resignation of the company's Danish directors and its lawyer. On Friday, Mr Bartholomew-White said he was "comfortable" that the SIB legal action "could be dealt with in a proper and orderly fashion".

But even if Scandex cannot be rescued, its backers have contingency plans to re-open elsewhere in the EU, according to Mr Jordan.

Mr Bartholomew-White makes clear he is not giving up because of the setbacks. "I am a person who doesn't want the world to stop spinning simply because I've been mistreated." Although he has no immediate plans, "that's not to say there won't be. We believe we offered a good service. I'd like to believe we'll offer it again." And those valuable customer leads? "They're the property of the company."

OBSERVER

On a wing and a prayer

Does Richard Branson have a Japanese admirer? Hideo Sawada, 44-year-old founder of the country's largest discount air ticket agency, yesterday unveiled plans to launch Japan's first new airline since the formation of Japan Airlines in 1951. And yes, Sawada says he was inspired by Virgin Atlantic.

Branson-style, Sawada's new baby would hope to take on JAL, All Nippon Airways and Japan Air Systems - aiming, for example, to halve fares on the Tokyo-Sapporo route, the world's busiest. Extraordinarily, it looks as if he just might secure the blessing of all the powerful transport ministry.

Dirty digging

There is more at stake, it would seem, than just the tussle of media giants in the battle over New York's public-access television channels. A US judge is due to consider next week whether Republican mayor Rudolph Giuliani should be allowed to turn over one of the channels to Rupert Murdoch's 24-hour Fox News. He almost did it last Friday night. But in a last-minute ruling a New York judge decided that this might not fit with the mayor's responsibilities to use the channels for public-interest purposes and put a temporary stay on the plan - something that had been requested by Time Warner, the city's dominant cable TV company.

Giuliani's interpretation of what constitutes the public interest has certainly set New York tongues wagging. The mayor, who faces a re-election battle next year, brushed off suggestions that he was acting to secure support from Murdoch's tabloid newspaper, his radio stations or his Fox TV network (which is already available to New York television viewers). Given the famously

Wax works

India's scientific community perhaps wishes it had never heard of Ramar Pillai, the Tamil Nadu school drop-out who says he has been producing petrol from a "mystery herb" boiled in water. Doubts first crept in over his startling claim when a vigilant scientist in Madras spotted Pillai was using a hollow spoon, from which petrol was pouring into his mixing vessel. Pillai then cried foul, saying the scientist invented the tale as a ploy to steal the secret of his wonder herb. Some opinion appeared to be swinging back in the young man's favour.

Now - only after swathes of officials and scientists had apparently been taken in - a government scientist has finally admitted: "We have found

Bouncing back

The prospect of Helmut Kohl outpacing Konrad Adenauer as Germany's longest serving post-war chancellor - he has only to sit out another 15 days to smash the record - has the commentators reaching for suitable metaphors. A journalist on a weekend talkshow mused how Kohl "is like a rubber plant: we think he's old-fashioned and we don't like him, but we've got so used to him."

100 years ago

Railways in Russia A syndicate of American capitalists has been formed under the title of the Russian-American Manufacturing Company to establish extensive works for the manufacture of locomotives at Nijni-Novgorod. Contracts for machinery for the plant have already been awarded, the bulk of the work being placed with Philadelphia firms. The output is estimated at 200 engines per annum, and a thousand men will be employed.

50 years ago

U.S. Credit for Brazil From our own Correspondent, San Paulo: The presence of Mr William N. Martin, president of the Export-Import Bank, at the inauguration of the big industrial combine of Volta Redonda is the subject of much discussion here, as I learn the American banker intends to continue the discussions with the Brazilian Government for a U.S.\$250,000,000 loan. A request for a loan had been presented by the Transport Minister, Edmundo Macado Soares, some months ago in Washington, but no agreement was reached at that time as the American negotiators insisted that new loans could be granted only by the World Bank.

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## US grain group to plead guilty to price-fixing

By Laurie Morse in Chicago

Archer Daniels Midland of the US has agreed to plead guilty to price-fixing charges and pay \$100m in fines - thought to be one of the largest penalties in a US criminal antitrust case. The agreement effectively resolves all issues raised against the grain merchandising and processing company by the US government's four-year investigation into its global market practices. It also ends one of the most sensational episodes of espionage in US corporate history. ADM said yesterday it had agreed to plead guilty to charges of anti-competitive practices involving lysine, an amino acid used in poultry and swine feed, and citric acid, used to produce soft drinks and other foodstuffs. As part of the plea bargain, the company based in Decatur, Illinois, has avoided price-fixing charges involving the \$3bn-a-year market in high-

fructose corn syrup, its most important product. The settlement is also expected to conclude a separate Justice Department investigation into allegations that ADM stole trade secrets. "This agreement constitutes a global resolution of all matters between the Department of Justice and ADM and brings to a close all Department of Justice investigations of alleged misconduct by ADM," a special committee of ADM independent directors said. However, the settlement does not cover two ADM executives, Mr Michael Andreas, vice-chairman of the board, and Mr Terrance Wilson, vice-president in charge of the company's corn milling group. ADM acknowledged in a filing with the Securities and Exchange Commission that the two executives might be subject to criminal charges by the Justice Department. A committee of outside directors negotiated with the

government, in part because Mr Michael Andreas is the son of Mr Dwayne Andreas, ADM's chairman. The impact of the settlement on Mr Mark Whitacre, the former ADM executive who acted as a "mole" for federal investigators and taped company meetings with competitors, is unclear. ADM dismissed Mr Whitacre and brought fraud charges against him. The settlement comes ahead of the company's annual meeting on Thursday where shareholders are bound to question the costs of the case, in addition to the criminal fines. ADM agreed to pay \$55m this year to settle civil suits related to the price-fixing probe. Two months ago two Japanese competitors in the lysine market, Ajinomoto and Kyowa Hakko Kogyo, and the US subsidiary of Sewon of South Korea, settled price-fixing charges made by the US government and agreed to cooperate in the ADM case.

## EU delays reform of exclusive supply agreements

By Emma Tucker in Brussels and Roderick Oram in London

Retailers and distributors of petrol, beer, luxury goods and perfumes will be allowed to continue to exploit a loophole in European Union competition rules because of delays over rewriting policy. The European Commission - responsible for policing competition abuses in the union - has decided to extend by two years regulations that allow certain "exclusive" agreements, such as those between breweries and pubs, to be spared scrutiny. The exemptions also apply to petrol suppliers and service stations, retailers of perfume and luxury goods, and other franchising agreements. Rifts within the Commission over how to formulate a new competition policy mean a wide-ranging discussion paper on its future - already postponed several times - will not be launched until the end of the year. The "block exemptions" were due to expire at the end of next year, but will now stay in place until 1999. British brewers welcomed the extension but expressed disappointment that they had to live with two more years of uncertainty. "We're not thrilled, but better this than the Commission railroading through changes," said a senior executive of one leading brewer. Continental and British brewers remain confident that the Commission will eventually approve various forms of "tie" they have with some of their customers. Spanish and Belgian brewers, for example, offer trade loans to bar owners but require them to buy the brewers' beer. In the UK, many brewers and pub companies lease pubs to tenants but require them to buy beer from them. Last year, the UK Office of Fair Trading concluded that tied tenants usually paid higher wholesale prices than if they had bought beer in the free trade, but the disadvantages were offset by benefits such as lower rents. Brewers and organisations such as the Campaign for Real Ale argue that the tie has helped support a bigger and better range of pubs than a free market could. A Commission official said an extension had been granted because "we did not want to create a legal hole". The block exemptions allow suppliers and distributors to enter into agreements without having to notify Brussels of each one, provided they comply with the terms of the block exemptions.

## Japan travel group plans new airline to halve fares

By William Dawkins in Tokyo

Japan's largest discount travel agency, H.L.S., yesterday announced plans to launch the country's first new internal airline in 45 years and to halve fares on the world's busiest scheduled route, between Tokyo and Sapporo on the Japanese island of Hokkaido. The project, the brainchild of Mr Hideo Sawada, the group's president, comes after a recent change of heart at the transport ministry to favour modest liberalisation in the airline market. Mr Sawada aims to set up a company next month, as a subsidiary of H.L.S., apply for route licences early next year and start regular domestic flights in two to three years. The ministry, increasingly sensitive to pleas from leading political parties and regional lobby groups, yesterday welcomed Mr Sawada's plans. If successful, H.L.S. will com-

pete against the three carriers that dominate what are among the most lucrative air routes in the world. The biggest is All Nippon Airways, with a 50 per cent share of the Japanese market, while Japan Airlines and its affiliate Japan Air Systems hold roughly equal shares of the other half. The new airline could force a fall in domestic air fares, on average 40 per cent higher than those on more competitive international routes, said Mr Paul Smith, airline analyst at James Capel Pacific. "It has a reasonable chance of coming off. It will at least put a dent into pricing on the domestic market," he said. The ANA single fare from Tokyo to Sapporo - used by 7.1m people per year - is ¥23,400 (\$217). The possibility of a domestic price war comes as Japan's international carriers are struggling to reduce costs in the face of competition from cheaper Asian airlines. JAL's

share price fell by ¥18 to ¥702. H.L.S. plans to lease three 300-seat aircraft, to be operated by US crews. It is negotiating with ANA to service the fleet. Finance is to be provided by H.L.S. and by Mr Junichi Ogawara, a private investor planning to leave Japan's largest venture capital group, Japan Associated Finance. Start-up capital will be between ¥100m and ¥200m with new funding dependent on the result of the license applications. The final trigger for Mr Sawada's plans came in June, when the transport ministry allowed airlines to set their own domestic fares. The ministry still allocates airport capacity, which will include 40 daily slots to become available next spring when a new runway opens at Haneda airport, outside Tokyo. Ministry officials said new applicants would get priority over existing airlines.

## Italy warned

Continued from Page 1

being more rigorous than Mr Hans Tietmeyer, president of the Bundesbank, in applying the Maastricht treaty. One EU monetary official predicted that an extraordinary meeting of EU finance ministers would be convened to fix the parity of the lira. Both the lira and sterling were ejected from the ERM in September 1992 during a crisis which nearly led to the mechanism's collapse.

## Philips warns on profits

Continued from Page 1

audio and video equipment business. A £1,800m charge to cover the restructuring pushed the group into a quarterly loss for the first time since 1992. The reorganisation was seen as paving the way for Mr Boonstra, a marketing man known for his tough approach. Unions nonetheless expressed surprise that another upheaval was likely so soon. De Unie, one of the main

labour groupings, said it feared another 5,000 jobs would go worldwide. Philips' latest foray is in digital mobile phones, where it is seeking to gain a top-three position in a sector dominated by Motorola in the US, Sweden's Ericsson and Nokia of Finland. Start-up costs are holding back Philips' performance this year and analysts say the move may be too late. Its lighting and semiconductor operations are also suffering from pressure on prices.

### THE LEX COLUMN

## Philips needs a fillip

The market shrugged off Philips' latest profit warning yesterday, cutting the Dutch electronics group's share price by only 4 per cent. The main reason? High hopes invested in Mr Cor Boonstra, who took over as chairman this month. Mr Boonstra, who acquired a reputation as a tough manager when president of Sara Lee, the US consumer products group, seemingly has the right pedigree to knock Philips into shape. Optimists are even hoping that yesterday's profit warning may soften the organisation up for radical action.



Even a lean new entrant cannot necessarily survive the kind of aggressive pricing the heavily subsidised Air France can afford. Suppose BA does win; it would have prevented a crude French stitch-up of Air Liberté's future. Yet commercially, the deal would still have an unnerving "double or quits" feel. BA does not need a French domestic airline - it could get French "feeder" passengers through franchising or code-sharing. It has conspicuously failed to make a success of TAT. And Air France continues to operate on an uncommercial basis. The danger is obvious: BA's "solution" could double the size of its problem.

### Hanson

Even after adding back the fragmented pieces of Hanson's, two recent demergers, its shares are now 30 per cent lower than the day the break-up was announced. This might lead to the obvious conclusion that the restructuring has destroyed shareholder value. And there has been some erosion from higher administration, tax and interest costs. But the reality is that Hanson has introduced transparency to a balance sheet where opacity was more flattering, and announced a dividend cut that was already inevitable. The fall in its shares would have happened eventually, whatever the corporate structure.

With the rump Hanson shares trading below their level of a decade ago, value has finally re-emerged. They offer a prospective yield that is 35 per cent higher than the market, and is undoubtedly sustainable. And they are trading at an 18 per cent discount to a conservative sum-of-the-parts valuation which excludes any possibility of bid premiums. So-called New Hanson, the residual building materials business, could command a price of 50p. That would value it at 11 times prospective earnings for the current financial year, which is lower than ERM, Redland and even Istock. And that is after the old earnings-enhancing accounting wizardry has been unwound. At the current share price of 82p, investors would be buying Hanson's soon-to-be-demerged Energy Group on a prospective p/e of 5 and yield of 10 per cent. Hanson may be unflashy, but this looks ridiculous.

### BA/Air Liberté

Precisely what is it that makes British Airways - and apparently Virgin - so enthusiastic to own Air Liberté? The French domestic carrier would be a more extravagant purchase than BA's suggested £3m (\$4.7m) price suggests, because it is losing a great deal of money - FF650m (\$125m) in the last nine months. Of course, there should be benefits from joining Air Liberté to TAT. BA's existing (and loss-making) French operation. But this hardly looks enough to make the acquisition worthwhile: there is limited route overlap and BA in any case claims it plans to keep the two businesses separate. Moreover, even Virgin's Mr Richard Branson might find the French market more than he can chew.

### Emu

Both the fact and the manner of Finland's accession to the European exchange rate mechanism will have pleased European monetary union purists. It lends further momentum to the 1999 Emu bandwagon and strikes a blow for orthodoxy at a time when an outbreak of fiscal fudge among aspirant members was threatening to render qualification meaningless. Not only has Finland endorsed the view, favoured by France and Germany, that ERM membership is a necessary precursor to joining monetary union, but it has sweated to get into shape. With Italy expected to apply for ERM membership within a few months, Finland's example is a use-

**FT WEATHER GUIDE**

**Europe today**  
 It will remain unsettled over the UK. Heavy showers over Northern Ireland will extend into continental Europe and will also develop in the Benelux and over much of France. Heavy rainfall is expected in south-eastern France and northern Italy. In Germany and around the Alps, it will remain dry with sunny periods. The Czech Republic and Poland will have more cloud. It will be calm in southern Portugal, Spain and in south-eastern Europe with plenty of sunshine and temperatures exceeding 20C.

**Five-day forecast**  
 It will remain unsettled over large parts of western Europe. More showers will develop in the UK, France and the Benelux. As the week progresses, the showers will spread into Germany and the alpine countries as cooler air covers these regions. Heavy rain will continue in the central parts of the Mediterranean.

**TODAY'S TEMPERATURES**

Maximum	Berlin 17	Cardiff 11	Geneva 10	Chicago 16	Cologne 16	Delft 15	Dublin 14	Lyon 17	Madrid 17	Moscow 6	Munich 14	Nairobi 27	Paris 17	Rangoon 17	Sydney 22	Tokyo 27	Toronto 12	Vancouver 11	Wellington 14	Winnipeg 14	Zurich 17									
Minimum	Abu Dhabi 31	Azores 15	Bangkok 25	Batavia 24	Bombay 23	Brussels 15	Buenos Aires 24	Cairo 32	Cape Town 20	Caracas 31	Cardiff 11	Casablanca 21	Chicago 16	Cologne 16	Delft 15	Dublin 14	Lyon 17	Madrid 17	Moscow 6	Munich 14	Nairobi 27	Paris 17	Rangoon 17	Sydney 22	Tokyo 27	Toronto 12	Vancouver 11	Wellington 14	Winnipeg 14	Zurich 17

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**ca hit charge**

Italian merchant bank, holding stake last year in the holding company of the company. Of this, Mediocredito Centrale in its accounts...

**full-year rise**

group, said it expects a 10 per cent increase in the first half, profit before tax rose 20 per cent...

**Rhône-Poulenc**

and chief executive of the group, told the board that the board had decided to concentrate the company...

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COMPANIES AND FINANCE: INT'L

# Gengold posts fifth successive rise in profit

By Mark Ashurst  
in Johannesburg

Gengold, the gold mining arm of South Africa's Gencor group, yesterday opened the quarterly reporting season for gold groups by announcing its fifth consecutive quarterly rise in after-tax profits.

The group, which is seeking shareholder approval to separate into two autonomous mining companies, reported third-quarter net income of R57.4m (\$12.6m), a 1.6 per cent increase over the previous three months.

Increased gold output and a buoyant gold price, helped by the weaker rand, compensated for increases in the wage bill and a higher tax charge. Analysts said the results were in line with expectations.

The average gold price received increased 2.8 per cent in the quarter to R54,400/kg, which compares with a 10 per cent rise in the previous quarter. Operating income rose 3.5 per cent, compared with 16 per cent in the previous period.

Mr Tom Dale, managing director, said the results did not reflect progress made in the group's restructuring. New training schemes, designed to improve working practices, had raised produc-

tivity, he told analysts. The financial benefits would come through next year.

Working costs at flagship mines Beatrix and Kinross increased 10 per cent, which managers said was due largely to a 9 per cent rise in wages. Analysts described the increase as "the price of industrial peace", which was critical to the group's restructuring programme.

Kinross, which returned to profitability in the March 1996 quarter, incurred a tax charge of R4.2m, compared with R113,000 in the June quarter. Net income almost halved from R21.9m to R10.9m and the mine failed to achieve its production target of 1,000kg a month, in spite of sustained capital investment. "We are not going to persevere for ever. If we don't get production to that level, we are going to downsize permanently," Mr Dale said.

Beatrix reported a 9 per cent rise in net income from R34.4m last time to R37.4m. The mine lost about R4m from the bottom line as a result of the bedding programme, which would not be extended. The hedged price was R49,370/kg, compared with an actual price of R54,920. The group had achieved a combined price of R53,264/kg.

EUROPEAN NEWS DIGEST

## Winterthur set for China licence

Winterthur Insurance, the Swiss insurer, appears to have won the race to become the first European company to be allowed to sell insurance in China. It announced yesterday it had been invited by the People's Bank of China, which is responsible for vetting licence applications, to apply for a licence. Winterthur indicated the competent Chinese authorities had taken the decision in principle to allow it to open a local business.

Several leading European insurers, including Zurich Insurance, Winterthur's bigger Swiss rival, are known to be interested in operating in China. More than 80 foreign insurance companies are waiting for licences. AIA, a subsidiary of AIG, the US insurer, and Tokio Fire and Marine, are the only two foreign insurers operating in China.

William Hall, Zurich

## Dresdner hints at 'direct' plan

Mr Jürgen Sarrazin, chairman of Dresdner Bank, has hinted strongly that Dresdner would soon open its own direct bank, following other big German banks. In an interview with CNBC Europe television, he said the move would take place "in the foreseeable future".

He also repeated his expectation that operating profits this year would grow at least 10 per cent, despite slowing in the third quarter. Profits would show a "marked increase" with double-digit growth at the end of the year. Operating profits were 44 per cent higher in the first half at DM1.42bn (\$228m); last year, they rose 22 per cent to DM1.99bn.

Andrew Fisher, Frankfurt

## Gold Fields slides in quarter

Gold Fields, the South African mining group most troubled by industrial unrest, announced a 25 per cent fall in pre-tax profits to R315m (\$68m) for the quarter to September. A one-month stoppage caused gold production to fall from 23,021kg to 21,172kg. A higher average gold price, and a 37 per cent fall in the tax bill to R11m, failed to offset the decrease. Mr Alan Munro, executive director, said relations between Gold Fields and the National Union of Mineworkers were improving, although they had failed to negotiate a productivity-linked wage offer.

Mark Ashurst, Johannesburg

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October 1996

# Raisio set to spread its wings

## Raw material shortage may hit production of magic margarine

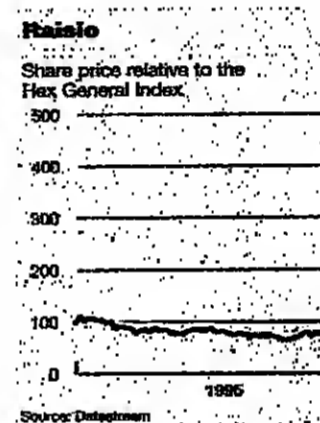
This is set to be a testing week for Raisio, the Finnish phenomenon which has been one of the world's most spectacular stocks this year due to the company's invention of a miracle margarine that cuts cholesterol intake.

In meetings with analysts and journalists in Helsinki and London today and tomorrow Raisio says it will reveal some details of how it plans to transform the margarine, called Benecol, from a promising but small volume product into the worldwide, health-fad blockbuster that many foreign investors believe it can become.

As the company will simultaneously announce interim results which are expected to show weakening performance by its traditional foods, animal feed and chemicals businesses, Raisio will be hard pressed to sustain the extraordinary expectations which have so rapidly built up around it.

Already, some of the air has leaked out of the Raisio bubble. Its listed shares rocketed from less than FM62 at the turn of the year to a high of FM339.90 in early September. This took the market capitalisation of the company, which has annual turnover of just over FM3bn (\$655m), to approaching FM5bn. Foreign ownership has jumped from virtually nothing to more than 40 per cent of the capital.

But in the past month, the shares have slipped to the FM260 level. Investors seem to have realised the enormous task facing Raisio, a farmer-controlled company with limited experience outside Finland, in making the leap from ingenious invention to international success. In particular, Raisio must answer one crucial question: how to secure more supplies of stanol ester, the vital raw



material for Benecol. To date it has only enough of this ingredient, which limits the cholesterol absorbed by the body, to supply a fraction of the relatively small Finnish market.

"They might get the raw material they need," says Mr Ben Wärn, an analyst at Eskild Securities in London who has followed Raisio for years. "The question is how many years it will take. My feeling is the share price has gone way beyond all fundamental valuations."

No-one doubts Benecol is an exciting product. Trials have shown that eating as little Benecol a day as the amount spread on two slices of bread reduces the risk of heart attack by up to one third. In Finland - the only place Benecol is available to date - the magic margarine fetches six times the price of regular spreads.

Stanol ester is derived from plant sterols which have long been known to have cholesterol-inhibiting qualities. Raisio's breakthrough - by its chemist Mr Ingemar Wester - was to make the stanol ester. It is soluble in fat and thus can be introduced into fatty food products without upsetting other qualities of the foods.

are under way with several different companies on establishing volume stanol extraction. But he acknowledges that getting Benecol - or other products containing stanol ester - to international markets has to be done carefully.

"We cannot just jump there," he says. "We have to be sure that when we enter a market we can meet the consumer demand. We can't afford a situation (of short supply) as we have had in Finland in any other market. At the moment the raw material bottleneck is our major concern."

There are other hurdles Raisio must overcome. Although approved by the health authorities in Finland, the company will have to win approval for Benecol - or any other product from stanol ester - from other national authorities.

Then there is the issue of distribution and marketing. Raisio may seek partnerships with big international food groups or spin off Benecol from the rest of Raisio's businesses. But changes in the structure of the group - and any change in ownership - would be complicated because Raisio is controlled by hundreds of farmers who hold the voting K shares. Only Finnish farmers can hold K shares - and no party can exercise more than one eighth of the votes at a shareholders' meeting.

Mr Tor Bergman, one of Raisio's top management team, says there is no immediate intention to restructure the group.

But he is anxious to distance the company from the more fevered expectations of investors. "The company itself has not created these expectations," he says.

Hugh Carnegie

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Reports of the undermentioned companies for the quarter ended 30 September 1996 were released to the relevant Stock Exchanges yesterday and have been published in the press in South Africa today:

**Deelkraal Gold Mining Company Limited**  
**Driefontein Consolidated Limited**  
**Kloof Gold Mining Company Limited**  
**Gold Fields Coal Limited**  
**Northam Platinum Limited**

Copies of the reports will be posted to all shareholders of the companies, but are also available to the public from the London Secretaries, Gold Fields Corporate Services Limited, Greencoat House, Francis Street, London SW1P 1DH.

15 October 1996

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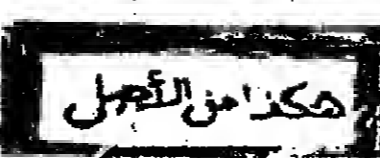
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COMPANIES AND FINANCE: THE AMERICAS

First Union up 18% at operating level

By John Authers in New York
First Union, the acquisitive North Carolina-based bank, yesterday announced an 18 per cent increase in third-quarter operating profits compared with the equivalent quarter last year.

reduced net profits after tax to \$357m, compared with \$381m a year earlier. Increases in fee-based income from capital markets operations and fund management underpinned the growth in operating earnings, rising by 28 per cent, while net interest income from the bank's traditional lending activities rose only 6 per cent.

fourth-quarter acquisition of Keystone, an independent Boston-based fund manager. On capital markets, where First Union has deliberately concentrated on medium-sized companies to avoid competing with the large New York investment banks, fee income increased 52 per cent from the third quarter of last year.

Overall net loan growth for the quarter was 7 per cent compared with the same quarter of 1995. Average net loans were \$90.5bn, up from \$86bn. The high level of consumer bankruptcies led to losses of \$34m on bad credit card debts, which made up the majority of overall charges for bad debt of \$144m.

ings of 76 cents per share. This showed that Norwest's bottom line revenue growth was still superior to the rest of the industry, according to Mr Michael Mayo, banking analyst with Lehman Brothers. He suggested that the most important trend was the bank's concentration on building revenue through improving efficiency - a theme which could be echoed today with the announcement of results from NationsBank, another highly acquisitive North Carolina-based bank.

Tax charge behind decline at Hughes

By Christopher Parkes in Los Angeles
Hughes Electronics yesterday blamed higher taxes for a slight dip in third-quarter earnings, and reported increased revenues in all three operating divisions.

AMERICAS NEWS DIGEST

Moody's upbeat on US corporate debt

Moody's, the US credit rating agency, yesterday unveiled statistics which suggest that the US corporate sector is in its healthiest condition for 20 years. The figures offset the concerns of some analysts that Wall Street is overvalued and help explain why the Dow Jones Industrial Average, which passed 6,000 in early trading yesterday, has gone from strength to strength.

Earnings slide at Bowater, Boise Cascade

By John Authers
US paper manufacturers continued to bear the brunt of sharply lower paper prices yesterday, as two more companies announced profit falls in the third quarter. However, they continued to make optimistic predictions for demand.

had been hurt by the erosion of paper prices. Sales for the year to date are down on the same nine months last year, from \$1.45bn to \$1.36bn. Bowater expected healthier market conditions in 1997, and pointed to the fact that it had sold extra amounts of newspaper and coated groundwood paper in the third quarter, although at lower prices than in the second quarter.

coated publication paper business to Mead, which is based in Indiana, as part of a restructuring. This will be completed during the next quarter at a price of about \$850m for a "modest" gain.

The sector had been damaged by increasing capacity from Indonesia, where producers were aggressively competing on price. Mr Wilde said. The markets for newsprint (which was traditionally volatile and sensitive to the overall strength of the economy) and higher quality coated paper (where shipments had fallen heavily) were the hardest to predict.

Shares in both Boise Cascade and Bowater remained broadly unchanged in morning trading in New York.

Californian utilities agree merger deal

By Christopher Parkes
Two leading southern California utilities have agreed to merge in a share exchange that will create a gas and electricity group with a market valuation of \$5.2bn, 6m customers, and more than \$4bn in annual sales.

move would generate cost savings of \$1.2bn over the next 10 years. Both companies' boards have agreed, and are now seeking regulatory approval in order to complete the merger by the end of next year.

Rite Aid, the US drug store chain, yesterday announced plans to consolidate its number one position by buying Thrifty PayLess, the biggest drug store chain in the western US, in an all-paper deal worth \$1.34bn.

Rite Aid expands with \$1.34bn deal

By Richard Tomkins in New York
Thrifty PayLess was formed in 1994 when Leonard Green & Partners, the Los Angeles based buy-out firm that had acquired the Thrifty chain two years earlier, bought the PayLess chain from Kmart.

For Rite Aid, the acquisition of Thrifty PayLess follows a setback this year when it was forced to drop a proposed \$1.8bn acquisition of Revco, another big drug store chain, because of opposition from the Federal Trade Commission.

Serfin pulls out all the stops on debt collection

The Mexican bank is redoubling its efforts to deal with risk assessment and problem loans

After the euphoria of privatisation, the dizzy expansion of credit in the early 1990s, and the shock of Mexico's banking crash last year, it is perhaps not surprising that Serfin, Mexico's third-largest bank, is rediscovering the virtues of old-fashioned banking as it pulls back from the brink of insolvency.

growth in the economy. Banks also lent to their shareholders, accepting overvalued bank shares as collateral. "This was a sin," Mr Peregrina says. When the stock market crashed in early 1995, a majority of Mexican banks were left with unpaid loans backed by worthless collateral.

business manuals on his desk, including a hefty tome called "Reinventing Banking". Part of his reinvention of Serfin includes the creation of a "bad bank" within the bank, which some insiders call "the black hole", to isolate some of Serfin's largest and most complex credit problems.



Adolfo Lagos: determined to ensure past mistakes are not repeated

debt collection has become of critical importance to Serfin because such a large portion of its assets, following the sale of bad loans to the government, are in the form of treasury bonds which accrue non-cash interest.

as exporters," Mr Lagos says, even when the margins in trade finance have become wafer-thin. The consumer loan market, following the peso devaluation, has shrunk to half its previous size and will not grow for many years, as Mr Lagos does not expect consumers to recover their purchasing power before the turn of the century - "if all goes well," he adds, sceptically.

Kodak to form new unit

Eastman Kodak, the US photographic group, plans to form a new business unit aimed at the entertainment industry, which it called "a market opportunity without boundaries". The Entertainment Imaging division will be based on Eastman's current Professional Motion Imaging unit, which serves feature film, television, commercial production, and interactive media customers.

Fogade to sell Isla Bonita stake

Fogade, the Venezuelan state deposits guarantee fund, is to sell its 15 per cent share in the five-star Isla Bonita tourist complex on Margarita Island for a base price of \$1.8m. The remaining 85 per cent share is held by the Aruba-based International Tourist Fund, while the hotel is currently run by Spain's National Blind Organisation, ONCE, one of the world's largest hotel operators.

H&R Block names new chief

H&R Block, the tax and financial information services company, has named Mr Frank Salizzoni as president and chief executive. Mr Salizzoni has been acting president and chief executive since June, replacing Mr Richard Brown, who became chief executive of Cable and Wireless, the UK-based telecoms group, on July 1. Mr Salizzoni has also been named chairman of its CompuServe unit. CompuServe said Mr Bob Massey will continue as president and chief executive for the company.

COMPANIES AND FINANCE: ASIA-PACIFIC

ASIA-PACIFIC NEWS DIGEST

CSR warns of fall in interim profits

CSR, the Australian building materials, aluminium and sugar group, warned yesterday that interim profits for the six months to end-September were likely to be about 20 per cent down on the corresponding period a year ago.

Foster's sees improvement

Foster's Brewing, the Melbourne-based drinks group, told shareholders yesterday it was looking for higher net profits in the current year, in spite of higher interest charges and tax charges.

Surge at Mitsukoshi signals retailer recovery

By Gwen Robinson in Tokyo

Mitsukoshi, Japan's leading department store operator, has reported its first increase in five years of half-year sales and profits.

wether of the health of Japan's vast retail sector, reported an almost four-fold increase in unconsolidated pre-tax - or recurring - profit to Y4.08bn (\$36.5m) for the March-August half compared with the same period last year.

Per-share earnings soared to Y5.11 from Y1.22. The company will skip an interim dividend, but said it would offer a final payout of Y6.

also promoted its membership sales strategy, which focuses on a credit card that offers special benefits for members.

year, Mitsukoshi forecasts growth in pre-tax profits to Y9.30bn from Y6.57bn, on estimated sales of Y770bn, up from Y756.58bn in 1995.

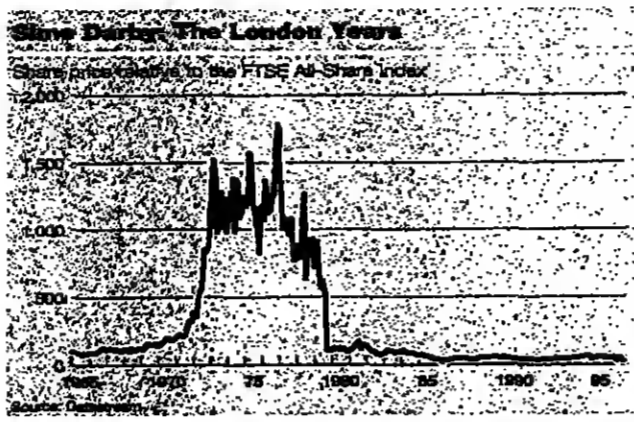
monthly sales figures of Tokyo department stores, due out this week. Household expenditures are also expected to stop falling, although figures for August showed a 1 per cent year-on-year decline.

Sime Darby delists from London exchange

By James Kynge in Kuala Lumpur

Sime Darby, Malaysia's largest conglomerate, is to delist its shares from the London Stock Exchange from the close of business today.

The company said in a circular to shareholders yesterday that the development of Malaysia's stock market, the Kuala Lumpur Stock Exchange (KLSE), as a global capital market had reduced the need for an overseas listing.



branch register of shareholders in the UK was not justified by the lacklustre trading in Sime Darby's shares there, the company said.

On August 31, there were 2,959 Sime Darby shareholders in London who owned a total 20,752,118 shares, or 0.9 per cent of the company's issued and paid-up capital.

replacement certificates for an equivalent value of shares in Sime Darby on the KLSE, the company said.

Although Sime Darby has subsidiaries in the UK and other parts of Europe, most of its business is done in the Asia-Pacific region.

Japanese go straight to markets to raise cash

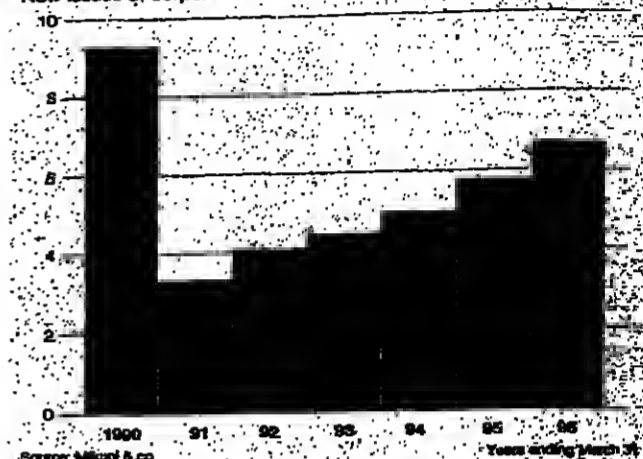
Corporations are shunning banks and turning to bond and equity issues

Japanese companies seeking funds are increasingly shunning bank loans and fuelling a boom in direct corporate fundraising through bond issues and market listings.

Although low interest rates should make bank lending attractive, the relaxation of regulations governing bond issues has encouraged use of a potentially more lucrative source of funds for companies.

Back to bonds

New issues of corporate bonds in Japan (¥ '000 bn)



Combined lending of Japan's 10 main commercial banks Apr-Sep 1995: ¥213,800bn (down 1.3% on 1994)

likely to be ¥20bn. The steady shift of corporate Japan toward direct fundraising has also propelled an infusion of new equity into the stock market.

The growing pace of corporate bond issuance and stock listings has caused concerns in some investor circles of oversupply



Trading up: Tokyo exchange drawing more new listings

speculative bubble economy era.

Furthermore, 46 per cent of all financing for the 1,900 or so companies listed on the TSE last year came directly from capital markets, up from 24 per cent in 1974, according to Daiwa Securities.

Feeding the growing enthusiasm for direct fundraising are regional financial institutions, which are stepping up bond purchases for fund management, and individual investors, who are showing their disappointment with continued low rates on bank deposits.

With every indication that the Bank of Japan will keep the discount rate at an all-time low of 0.5 per cent, and that inflation will remain subdued, companies are likely to continue issuing corporate bonds for the time being, analysts say.

Earlier in the year, Tokyo Dome, operator of Tokyo's largest sporting and entertainment venue, offered lottery prizes with straight bond issues. The company last week announced it was planning to issue straight corporate bonds to refinance outstanding bonds maturing on November 10.

Corporate bonds with strong credit ratings currently yield only around 0.1 percentage point above 10-year Japanese government bonds, which rose 0.4 percentage points to 2.8 per cent on Monday.

However, the growing pace of corporate bond issuance and stock listings has generated concerns in some investor circles of oversupply. This is particularly the case in the stock market, where trading volume has dropped to anaemic levels - even as the latest relaxation of criteria is expected to lure more companies to apply for listings in the next few years.

Analysts are divided about the ultimate impact of such fundraising zeal on the equity and bond markets. "A surplus supply of shares should theoretically lead to a decrease in stock prices. But newly-listed stocks don't necessarily cause harm to the market and can even stimulate new investments," said Mr Hideaki Akimoto, strategist at the Daiwa Institute of Research.

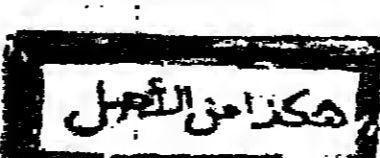
"More and more companies are turning to the market, especially the over-the-counter market. I don't think these new shares are excessive because, in terms of demand and supply, there's still plenty of cash in the market," said Mr Minoru Tayama, equities analyst with James Capel.

From next year, regulations which govern fund management - including a 50 per cent limit on the amount of funds that can be held in equities - will be relaxed, enabling life insurance, trust banks, and investment management companies to purchase a higher proportion of equities.

"For now, and into next year, corporate straight bond issuances are likely to continue increasing, partly because the equity market is not performing particularly well, and because the cost of debt is still very low, with indications that the Bank of Japan will hold the discount rate for this year and into next year," Mr Suzuki said.

IBJ cuts rates, Page 6

Advertisement for COMPLEJO SIDERURGICO DE GUAYANA, C.A. (COMSIGUA) for U.S.\$172,300,000. The ad details project financing for a one-million metric tons p.a. hot briquetted iron plant in Venezuela. It lists sponsors like Kobe Steel, Ltd., Hanbo Steel Company, Ltd., Marubeni Corporation, Mitsui & Co., Ltd., CVG Ferrominera Orinoco, C.A., Tubos de Acero de Mexico S.A., and Nissho Iwai Corporation. It also lists lead managers and co-managers from various banks and financial institutions, including Banque Nationale de Paris, The Dai-Ichi Kangyo Bank Ltd., The Industrial Bank of Japan, Limited, The Sakura Bank, Limited, The Sanwa Bank Limited, Société Générale, Credit Suisse, Dresdner Bank AG, The Long-Term Credit Bank of Japan, Limited, The Mitsubishi Trust and Banking Corporation, The Sumitomo Bank, Limited, ABN AMRO Bank N.V., Banque et Caisse d'Epargne de l'Etat, ING Bank, The Mitsui Trust and Banking Company, Limited, The Dai-Ichi Kangyo Trust Company of New York, and Bankers Trust Company. A final section offers U.S.\$10,000,000 Preferred Equity provided by International Finance Corporation.



COMPANIES AND FINANCE: UK

# Blenheim fate in the balance

By Mohan Rich in London and David Owen in Paris

The fate of Blenheim, the exhibition organiser, hung in the balance last night as it emerged that Compagnie Générale des Eaux, the French water utility, had provided United News & Media with an opportunity to buy its 15 per cent stake in Blenheim.

The news came as the market braced for VNU, the Dutch publishing and information services group, to move in the market again to buy a further 10 per cent of Blenheim following its dawn raid last week, when it swooped on a 14.99 per cent stake.

Under takeover code rules it is allowed to raise its holding today. This raises the prospect of a takeover battle between United and VNU, which said last week it reserved the right to bid for Blenheim "in the event of a full offer by a third party".

Reed Elsevier, the Anglo-Dutch publishing and information group, emerged as another contender for control of the exhibitions organiser. Talks between Blenheim, United and Reed are believed to have faltered on price, although the three have maintained informal contact since the summer. It is widely thought Blenheim is seeking a bid valuing the company at £500m or above.

## Cordiant may float US Internet unit

By Jane Martinson

Cordiant, the advertising group which includes Saatchi & Saatchi, is considering a partial float of its New York corporate identity company.

1994, are estimated at about \$40m (£25.6m) for last year and profits of about \$8m. The group does not separate the accounts of its non-mainstream activities.

## KS Biomedix signs Swiss licence deal

By Justin Marozzi

KS Biomedix shares jumped 8p to 101½p yesterday, as the Aim-listed biotechnology group announced a licensing deal with Hoffman-La Roche to develop a specific antibody for the Swiss pharmaceuticals company.

Particular cells. Biomedix believes it is the only group worldwide to be using sheep rather than mice for its monoclonal antibody technology. Using sheep, it claims, makes the antibodies "stickier" so that they can bind more effectively to the target cell.

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends Corresponding (divided)	Total for year	Total last year	
Allied London	250	(25.0)	0.16	6.5	(11.2)	2.82	Jan 2	2.82	4
Braxatorp	0.062	(0.033)	0.02	0.5	(1.1)	0.45	Dec 6	0.4	0.8
Free Dairies	8.7	(5.1)	2.06	(2.3)	21	8	Dec 6	5.5	9.25
Hatfield (James)	77.8	(7.7)	10.8	(10.3)	25.51	6.3	Jan 9	6	8.3
Highland Dist	184.8	(80.6)	37.1	(42.9)	20.7	6	Jan 9	6	8.3
Waste Management	918.6	(875.8)	118.1	(111.8)	19.4	-	-	-	-

Anticipation is the basis of opportunity.

Unique insights stem from unique knowledge. Knowledge that often comes from long-term, committed relationships. This was the case with Bankers Trust and Teléfonos de México, S.A. de C.V. (Telmex), Mexico's premier telecommunications provider. It was our relationship that allowed us to uncover a market opportunity that no one else could anticipate. Our extensive structured finance expertise, our insight into the international capital markets and an understanding of our client's objectives enabled us to creatively structure this deal. The combination of the investment grade rating, short-term maturity and desirable yield made the securitization very attractive to a large group of investors. So attractive, in fact, that although the transaction was initially sized at \$200 million, market appetite was so strong that it allowed Telmex to increase the size of the financing to \$380 million. We welcome the opportunity to discuss how we can develop equally innovative solutions to your financial challenges.

**Bankers Trust**  
Architects of Value

## CNP 1996 first half figures

In an economy where short term interest rates plummeted and mutual funds were heavily taxed, the first half of 1996 was marked by substantial transfers of savings to long term investments such as life insurance.

Premiums for the entire life insurance market in France are estimated at FF 276 billion for the first half of 1996.

CNP reaffirms its position as the leading life insurer in France. Against this background, CNP's premiums soared to FF 53.3 billion for the first half of 1996, up 34.6% on the figures for the same period last year.

This significant growth was mainly boosted by individual insurance (43.1%) while premiums for group insurance remained stable compared to the first half of 1995.

Consolidated Group net profit rose to FF 741.3 million, up 4.3% on figures for the first half of 1995.

	1st half 1996	1st half 1995	Growth
Premiums (FF billion)	53.3	39.6	+34.6%
Managed assets (FF billion)	386.2	313.2	+27%
Net profit (Group share) (FF million)	741.3	710.8	+4.3%

**CNP sets up a new organization**

CNP's performance is built on a clear strategy based on:

- specialization on a single core activity: life insurance in France and abroad,
- sturdy, lasting partnerships with major institutions,
- permanent innovation made possible by the ability to rapidly anticipate the needs of policyholders.

In order to provide its customers with optimum service, CNP has set up a new organization that is perfectly consistent with its strategy.

The creation of a special customer service division for policyholders is an illustration of this commitment.

**CNP, VIVEZ BIEN ASSURÉ**

## BOUYGUES

### FIRST HALF RESULTS

In the first half of 1996, the Bouygues Group maintained a high level of turnover globally. The decline in our construction and roadbuilding businesses in France has been largely offset by the increased activity of the construction and roadworks sectors abroad as well as expansion in our three main areas of diversification: communication, management of public utilities and telecommunications.

CONDENSED PROFIT AND LOSS ACCOUNT (FF million)	1st half 1996	1st half 1995	Year 1995
Total Group turnover (including Saup)	28,107	38,486	82,068
Consolidated turnover	34,158	34,190	73,842
Operating profit	155	1,005	909
Net financial result	(174)	(223)	(875)
Net exceptional items and employee profit sharing	257	61	(1,479)
Income tax	(265)	(503)	(678)
Share in profit of companies accounted for by the equity method	75	19	81
Net profit/loss before goodwill amortization	58	349	(2,142)
Goodwill amortization	(93)	(93)	(188)
Minority share of profit	(111)	(159)	(582)
<b>CONSOLIDATED NET PROFIT/LOSS ATTRIBUTABLE TO THE GROUP</b>	<b>(148)</b>	<b>97</b>	<b>(2,912)</b>
of which roadworks companies	(415)	(107)	315
telecommunications	(60)	-	(13)

The drop in first half profit reflects a substantial increase in exceptional losses of the roadworks companies. However, these companies are expected to post full year profits in line with those recorded last year.

There are a number of reasons for the exceptionally high losses suffered by the roadbuilding companies in the first half of 1996. In France, the government and local authorities were behind in allocating their budgets. In the United States and Northern Europe, the winter was particularly harsh. Lastly, the Colas Group acquired several European roadbuilding companies whose half-year losses have been added to those of the companies already consolidated.

In addition to the roadbuilding companies' half-year losses, the Bouygues Group has also had to take into account accounting losses of FF 50 million related to the launch of its telecommunications business.

With the exception of the Roadbuilding companies and telecommunications, the profits for the first half of 1996 are expected to be FF 329 million, up 6% on the same period last year.

As predicted, the Property Division returned to profit in the first half of 1996.

### DISINVESTMENT PROGRAMME

The asset disposal programme implemented at the start of the year has been successful. The sale of H2T, Bouygues' transport engineering and maintenance unit, was completed in the second half of the first half of 1996. Bouygues recorded a 55 million in contribution to the business.

Other divestment programmes are underway in other areas of the Bouygues Group, a subsidiary specializing in oil-related projects, the storage and transport of liquefied gases, maritime cable and industrial and public sector maintenance will be finished on the French and foreign stock markets in early November 1996. The asset disposal programme and the selling price of the shares will depend on the conditions in the financial market at the time of flotation.

### 1996 PROSPECTS

The Bouygues Group expects the turnover in the construction sector in France to be slightly higher than the forecasts published at the start of the year.

Globalization activities, especially in the construction of public utilities and communication, remain a key priority.

INDUSTRY OF SALES	1996 (FF)	1995	1994
Construction	38,500	34,190	55,511
Property	2,760	2,750	10,000
Telecommunications	2,800	2,800	2,800
Management of public utilities	2,800	2,800	2,800
Other	2,800	2,800	2,800
Consolidated turnover	48,660	45,340	83,911

COMPANIES AND FINANCE: UK

Halstead flat

By Justin Marozzi

A reduction in raw material prices offset losses in the cabin and trailer division of James Halstead to increase annual pre-tax profits 3 per cent to £10.6m (£16.5m).

The flooring and leisure group raised turnover from £72.7m to £77.6m in the year to June, helped by the new production line which sold 700,000 sq m of Polyform XL 2000, its new flooring, in its first full year.

The group's core business is the commercial vinyl flooring division, which accounts for about two thirds of group sales and about 70 per cent of pre-tax profits.

Mr Stephen Knight, finance director, said sheet and tile flooring sales in the UK were steady despite a "difficult" market and pressure on volume and margins.

Raw materials costs had stabilised but the benefits were diluted by the progress in exports which tend to carry lower margins.

The company remained strong in its UK distribution business. The group is the market leader in the UK sheet flooring business with

about 55 per cent and is intent on expanding internationally.

Export sales increased and now accounted for half of total sales. "Exports are in our blood," said Mr Knight. The group trades with 84 countries, with continental Europe representing 20-25 per cent of its export sales.

It purchased its German flooring distributor in Cologne for £2.93m to protect its sales there and help its EU market projects.

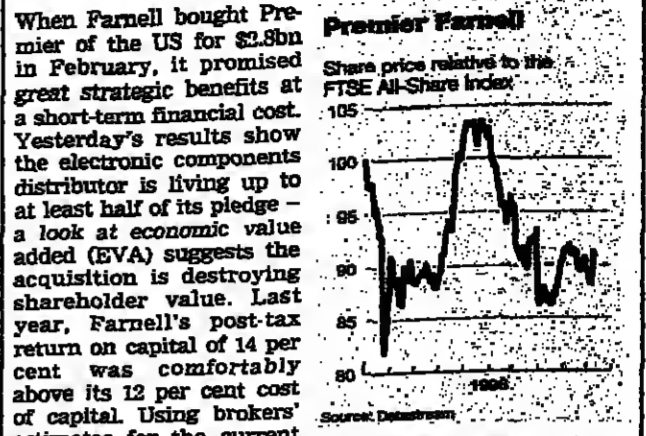
The group's Conway business, which makes security cabins, trailers and trailer tents, made a pre-tax loss of about £500,000, after "inefficiencies and poor cost control".

Mr Knight said the group would "look at all the options" for Conway's future. The losses were "an irritation, not a life-threatening disease".

Profits at Driza-Bone, the outdoor clothing business, slipped as sales to the US, UK, Germany and France declined.

Net cash balances were £3.5m. Earnings per share rose to 23.51p (22.75p). The final dividend of 6p gives a total of 9.25p (8.5p), up 9 per cent.

LEX COMMENT Premier Farnell



When Farnell bought Premier of the US for \$2.8bn in February, it promised great strategic benefits at a short-term financial cost. Yesterday's results show the electronic components distributor is living up to at least half of its pledge - a look at economic value added (EVA) suggests the acquisition is destroying shareholder value. Last year, Farnell's post-tax return on capital of 14 per cent was comfortably above its 12 per cent cost of capital. Using brokers' estimates for the current year, the group's cost of capital actually falls to a little over 10 per cent, with the inclusion of a large slung of cheaper debt. But the return on capital actually falls to 4.5 per cent, because of a huge increase in the capital base from £300m to £2bn - mostly due to the £1.6bn of goodwill paid for Premier.

French court clears Kalon restructuring

Kalon, the decorative paints company, has received permission from French courts to go ahead with the restructuring of its French operations with the loss of 100 jobs. The move lifts a court injunction sought by French trade unions in August to block the cost-cutting plan at Euridap, a joint subsidiary of Total, the oil group with which Kalon merged in June last year. This was the second time the redundancy programme had come before the French courts: a plan was rejected last December. Mr Mike Hennessy, chief executive, said it had not needed to make concessions to the unions to get the court's approval, but procedural amendments had been necessary. The job losses would be "mostly administrative, accounting, clerical and managerial with some technical personnel and depot staff".

International side behind Kier's rise

By Andrew Taylor, Construction Correspondent

Kier, the construction group bought from Hanson by its employees in July 1992 and tipped as a flotation candidate, increased pre-tax profits 4 per cent to £7.3m (£11.4m) in the year to June.

The rise reflected a strong performance in overseas construction markets, which has enabled the group to counter subdued conditions in the UK. Overseas profits, helped by the resolution of problems on previous African contracts, jumped before tax from £1m to £4.7m. Pre-tax profits for the construction division before its share of corporate overheads of £3.6m (£3.3m) rose to £3.4m (£3.5m). The construc-

tion order book ended the year 7 per cent higher at £451m, the highest level since the buy-out.

Housing and commercial property profits, however dipped to £2.5m (£3.8m), reflecting the timing of commercial property sales. The housing division expanded this year, with the purchase for £16.1m of the south of England homes business of the Miller Group.

In spite of the Miller purchase, the group had net cash of £41m (£33m) at the end of June. It is seeking approval of preference shareholders to pay a maiden dividend of 1.6p on the A ordinary shares. It would be covered 10 times by earnings per share of 16.1p (14.9p). Group turnover rose to £614.6m (£585.7m).

HAVAS logo and company name.

I - INTERIM RESULTS The Havas Board of Directors, meeting on October 10, 1996 under the chairmanship of Mr. Pierre Dauzier, adopted financial statements for the first half of 1996.

Table with 5 columns: (FF millions), First-half 1996, First-half 1995 pro forma, Change %, Change % with comparable accounting methods, Full-year 1995. Rows include Revenues, Operating income, Pre-tax income, etc.

Havas group consolidated revenues to June 30, 1996 totalled FF23.8 billion, a rise of 8.6% on pro forma revenues for the same period of last year, which take into account on a retrospective basis the press and publishing assets contributed by Générale Occidentale.

Revenue growth was 4.8% at constant structure and exchange rates. Main changes in the scope of consolidation came in leisure, with the inclusion of the Macys-Latinides group as well as business contributed by American Express to the Havas Voyages American Express venture as of January 1, 1996.

Growth in revenues at comparable structure reflects satisfactory business levels for group subsidiaries in the advertising sector, including local media, trade press, advertising representation for the audiovisual industry, as well as travel and leisure. In contrast, book publishing business proved slack.

Operating income of fully-consolidated companies declined 5.1% with comparable accounting methods, to stand at FF443 million. Changes in methods for recording revenues at Havas Media Communication had a negative impact of FF37 million in the first half but will not affect full-year results. The decline in operating income with comparable accounting methods results from lower contractual rates of remuneration on intermediation services in Germany and slacker trends in publishing, although these were partly offset by gains in local media (outdoor) and tourism.

Pre-tax income remained practically unchanged with comparable accounting methods, at FF283 million. Pre-tax income of fully consolidated companies was down to FF489 million compared with FF555 million for the same period of last year, reflecting the decline in operating income. Pre-tax income of companies accounted for by the equity method edged up from FF323 million to FF339 million, due in particular to the good performance of Canal+ in the first half of 1996.

Non-operating income before taxes came to FF192 million compared with FF115 million in the same period of 1995. This amount included in particular: a capital gain of FF219 million realized by Havas Intermediation on the sale of 50% of its interest in Capital Radio in the UK; FF163 million representing Havas's share in capital gains realized by CLT on the sale of 50% of T4&T and CLT's former headquarters, a charge of FF139 million representing Havas's share in charges and provisions relating to the cancellation of the Club RTL digital TV project in Germany.

Taking into account heavy taxes on non-operating income, net income group share rose 5.7% with comparable accounting methods, at FF517 million before amortization of goodwill on acquisitions, or FF413 million after amortization of goodwill on acquisitions.

The group's cash net of all financial borrowing at June 30, 1996 showed a significant rise to FF1.812 billion, compared with FF982 million at December 31, 1995. This was partly due to seasonal factors, compounded by a wave of strikes in France at year end, but also reflected improvement in the operating cash flow of certain subsidiaries and cash generated by the sale of the group's interest in Capital Radio.

The FF4.221 million convertible bond issue made by Havas in February 1996 had a negative impact on net cash at the level of the FF594 million redemption premium.

Investments totalled FF1.240 million, compared with an unadjusted FF849 million for the first half of 1995. These were mostly covered by operating cash flow, which stood at FF2.184 million compared with FF903 million for the same period of last year. Cash flow for the first half of 1996 amounted to FF762 million, compared with FF747 million pro forma and an unadjusted FF723 million for the first half of 1995.

II - FULL-YEAR OUTLOOK

Despite uncertainties surrounding European economic trends, group markets should expand in 1996, with the exception of book publishing. As a result, net income, group share, should show a rise despite heavy investments in the audiovisual sector.

Internet: http://www.havas.fr For further information, please contact: Anne Bruzy - Director of public relations (+33/1) 53 53 38 49 Jean-Lauroux Naves - Director of investor relations and financial operations (+33/1) 53 53 30 30 31, RUE OUI COLISEE - 75383 PARIS CEDEX 08

Advertisement for TransTexas Gas Corporation featuring a line graph showing production growth from August 1 to September 17, 1996. Text includes: 'Sometimes, Being #3 Isn't So Bad. It just depends which way you're headed. TransTexas Gas Corp. became the #3 natural gas producer in Texas by increasing gross production 25% since August 1 to 672 million cubic feet/day.' Also mentions NASDAQ:TTXG and contact information.

Advertisement for Republica Federativa do Brasil, detailing bond offerings with interest rates and dates.

Advertisement for Polish Service Industries, featuring a large 'X' logo and text: 'The Financial Times plans to publish a Survey on Wednesday, October 30. Focus on increasing change towards a service and customer-driven economy, analysis of banking and finance sectors, review of retail sector and property development, in-depth report on advertising and marketing, electronic media & tourism.' Contact information for Ewa Plezdek is provided.

Advertisement for Anglovaal Minerals, titled 'September 1996 Quarterly Results'. It provides details on quarterly reports and development results available from London Secretaries. Contact information for Anglovaal Trustees Limited is provided.

Advertisement for ROBECO GROUP, featuring a large percentage symbol and text: 'ROBENTO N.V. (Investment company with a variable capital) EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS to be held on Thursday, 13th October, 1996 at the offices of Robeco Andries N.V., Pietramas 24, Willemstad, Curaçao, Netherlands Antilles, at 10.30 hours.' Agenda items include opening, management board composition, and shareholder proposals.

Advertisement for RAND MINES LIMITED, detailing the results of a general meeting regarding the final unbundling of the company. It includes information about the meeting, the unbundling process, and contact details for the company's financial and legal advisors.

Advertisement for American Express Bank Ltd., offering U.S. \$200,000,000 Floating Rate Subordinated Capital Notes Due 1999. It includes a notice about the interest rate and contact information for the Principal Paying Agent, Royal Bank of Canada Europe Limited.

Advertisement for TAKE PRECISE AIM, featuring a target graphic and text: 'BY PLACING YOUR ADVERTISEMENT IN THE FINANCIAL TIMES YOU ARE REACHING THE WORLD'S BUSINESS COMMUNITY. TARGET THE BEST. For information on advertising in this section please call: Andrew Skrzyzanski on +44 0171 873 4064.' Contact information for FT Surveys is also provided.

Advertisement for National Australia Bank, offering U.S. \$250,000,000 National Australia Bank Undated Subordinated Floating Rate Notes. It includes details about the interest rate and maturity date.

Advertisement for CMEC GE CAPITAL CHINA INDUSTRIAL HOLDINGS LIMITED, providing information about the company's net asset value and financial performance.

Advertisement for BUSINESSES FOR SALE, featuring a large 'X' logo and text: 'Appear in the Financial Times on Tuesdays, Fridays and Saturdays. For further information or to advertise in this section please contact Karl Loynton on 0171-873 4874.' The Financial Times logo is also present.



LAW

No grace for EU directives

The German court referred the matter to the European Court of Justice for determination. The court first examined the conditions under which a member state could incur a liability in damages. It reiterated its recent case law, stating that individuals who suffered harm were entitled to damages where the rule of law infringed had been intended to confer rights on individuals, the breach was sufficiently serious and there was a causal link between the breach and the damage suffered.

Spanish market regulator

Juan Fernández Armesto, Spain's new stock market regulator, has promised more flexibility and less bureaucracy at the start of his four year term as chairman of the Comisión Nacional del Mercado de Valores, CNMV.

SocGen picks Briton

Société Générale, France's largest publicly-held bank, has chosen Brian Kaye to head Fimat, its international futures broking group.

Cortecs gears up

Martin Preuveers, the man who sold the world Zantac, Glaxo's blockbuster drug, is joining biotechnology company Cortecs as international operations director.

Hartt for Salomon

Stanley Hartt, corporate lawyer and former Canadian federal deputy finance minister, is moving to Salomon Brothers Canada after salvaging the remnants of Robert Campeau's north American retail and property empire.

former prime minister Brian Mulroney

The mid-1980s were turbulent: "The day I was sworn in as deputy minister," he recalls, "the government shut down two banks. But I saved the next seven."

ON THE MOVE

William Razouk, 48, who recently resigned after a brief tenure as president and chief operating officer of America Online, joins ADVANTA as chief executive of a new subsidiary involving non-financial consumer services.

Craigton Twa rises to president and chief operating officer of ATCO Ltd. and CANADIAN UTILITIES, following the retirement of John Wood. Twa joined Alberta Power, part of the Atco Group, in 1989.

Norman Currie has been appointed chairman of Canada's AULT FOODS. He succeeds Don Loadman, who has resigned. Germaine Gibara and Jack Scott join the board.

Abu Bakar Abdul Karim has resigned as group managing director of MALAYSIAN RESOURCES CORPORATION. He was one of three senior managers involved in the management buy-out of the Gunung Petaling Sdn cable manufacturing subsidiary.

Wayne Smith, 46, has resigned as president-operations after 24 years at FEDERAL-MOGUL, the vehicle parts manufacturer where Dennis Gormley recently resigned as chief executive.

Court clear structure

needed to make the court's approval of a structural amendment necessary. The court would be "most likely" to approve a structural amendment if it would be "economically beneficial" to the company.

BUSINESS OPPORTUNITIES

READERS ARE RECOMMENDED TO SEEK APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS. Claire Bellwood 0171 873 3234 Fax 0171 873 3064 Melanie Miles 0171 873 3308

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OFFSHORE COMPANIES TRUSTS 2ND PASSPORTS Five business and immediate arrival countries. Popular Direct INTERNATIONAL COMPANY SERVICES (UK) LIMITED Standbrook House, 2 - 5 Old Bond St, London, W1X 3TB.

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QUOTED PLC seeks to acquire software and/or telecoms companies, start up considered, revenue up to £15m. Write to: Box 84798, Financial Times, One Southwark Bridge, London SE1 9HL.

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QUOTED PLC Looking to acquire businesses in the following sectors: Mechanical asset Contract hire/rental plant/hire Fork truck rental construction Equipment sale & hire Mobile crane hire. Reply in strict confidence to: Box 84812, Financial Times, One Southwark Bridge, London SE1 9HL.

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FOR SALE Two city acre blocks of good land, South of England, £120,000 each. Option of 3 year maintenance and lease back by private contract. Write to: Box 84812, Financial Times, One Southwark Bridge, London SE1 9HL. Tel: 0171-917 9811 Fax: 0171-917 6002.

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INTERNATIONAL CAPITAL MARKETS

Finnish spreads fall on ERM acceptance

GOVERNMENT BONDS

By Richard Adams

A contraction in Finnish bond yields was the highlight in a relatively quiet day in government bond markets yesterday.

now act as a brake on further convergence. Mr David Brown, chief European economist at Bear Stearns in London, said: "Finland's convergence against Germany has been the best thing since sliced bread, moving from over 300 basis points to under 40, but it may be going a bit stale."



convergence bandwagon, the game's over. The next big move is that investors may decide to take profits and run."

yield spreads of Italian and Swedish bonds over German bunds widening. Italy's 10-year yield spread over Germany widened by 3 basis points to 232 points, while the Swedish-German spread moved out from 110 points to 115 basis points.

a senior economist at Citibank in London, said that emerging recovery in Germany put the convergence efforts of Italy and Spain under threat.

17 basis points, fell back from 7 points on Friday to 4 basis points last night. On the Matif, the December 10-year national lost about a quarter of a point to 125.94.

Three large bond offerings in Italian lira sector

INTERNATIONAL BONDS

By Corner Middelmann

The Italian lira sector was very active in the eurobond market yesterday, with three large offerings hitting the screens. The rest of the market was subdued by the US Columbus Day holiday.

"Although the market may appear a bit tired from a trading point of view, we are still seeing a lot of interest," said a syndicate manager in Milan.

lowest-rated: Cariplo has a credit rating of A1/A+, whereas other rated were issued by triple-A rated borrowers.

New international bond issues

Table listing new international bond issues with columns for Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, and Book-runner.

among Italian retail investors, partly due to tax advantages they confer. Also capitalising on investor demand for lira fixed-rate bonds, Kreditanstalt für Wiederaufbau, the German government-owned development agency, issued L200bn of six-year bonds, which attracted retail accounts in Switzerland, the Benelux and Germany, as well as some Italian buying.

CAPITAL MARKETS NEWS DIGEST

Moody's may upgrade Hungary

Moody's Investors Services, the international credit rating agency, yesterday placed Hungary under review for a possible upgrade of its credit rating.

Scandinavian derivatives link

Moves to cement Scandinavia as a regional centre for European derivatives trading were stepped up yesterday when OM Gruppen, the Swedish derivatives exchange operator, agreed to form a common electronic market with SOM, its Finnish counterpart.

WORLD BOND PRICES

Table of benchmark government bond prices for various countries including Australia, Austria, Belgium, Canada, Denmark, France, Germany, Greece, Italy, Japan, Netherlands, Portugal, Spain, Sweden, and UK Gilts.

BLIND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%

Table of blind futures options for various countries including Italy and Spain.

FTSE Actuaries Govt. Securities

Table of FTSE Actuaries Government Securities with columns for Price Index, Yield, and other metrics.

UK Indices

Table of UK Indices showing various market performance indicators.

US INTEREST RATES

Table of US interest rates for Treasury Bills and Bond Yields.

UK

Table of UK market data including bond futures and other indices.

FT/ISIA INTERNATIONAL BOND SERVICE

Table of international bond service data for various countries.

Gilt Edged Activity Indices

Table of Gilt Edged Activity Indices showing market activity.

BOND FUTURES AND OPTIONS

Table of bond futures and options for France, Germany, and UK Gilts.

EURO

Table of Euro market data including bond futures and other indices.

DEUTSCHE MARK STRAIGHTS

Table of Deutsche Mark Straights for various countries.

CONVERTIBLE BONDS

Table of convertible bonds for various countries.

UK GILTS PRICES

Table of UK Gilts prices for various maturities and types.

Other Fixed Interest

Table of other fixed interest rates for various countries.

DEUTSCHE MARK STRAIGHTS

Table of Deutsche Mark Straights for various countries.

CONVERTIBLE BONDS

Table of convertible bonds for various countries.

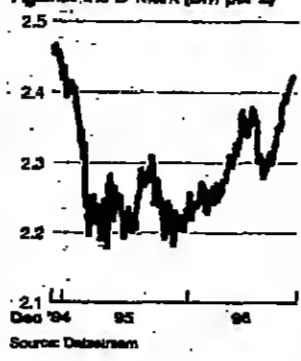
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CURRENCIES AND MONEY

Finnish Markka stable on ERM debut

From yesterday, the markka was allowed to fluctuate within 15 per cent of its central rate, but the Finnish central bank is expected to target an unofficial band of 2.25 per cent. That implies that the bank would intervene to prop up the currency if it fell below DM2.97. But with Finnish economic fundamentals strong, the markka is expected to trade in the upper half of its range.

Sterling



Even hold a special meeting to return the lira to the ERM, from which it was ejected with sterling in September 1992. The other ERM members are expected to bar Italy until its budget passes parliament, which is unlikely to happen before December.

high-yielding version of the Swiss franc," said Mr Paul Chertkov, analyst at UBS in London. "The pound is the greatest potential mover in the next few weeks."

Mr Aspinall said the DM2.50 level could be breached by the end of the year. Mr Chris Turner, analyst at BZW in London, said: "Most of the way it has been seen sterling strength. But in recent weeks we have been seeing sterling strong on the back of interest rate expectations."

Most analysts expect the pound to improve on its gains over the last year, as interest rates are expected to start rising and the market remains uncertain whether European monetary union will succeed.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Oct 14, Closing mid-point, Change on day, Bid/offer, Day's high/low, One month Rate, Three months Rate, One year Rate, Bank of England index.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Oct 14, Closing mid-point, Change on day, Bid/offer, Day's high/low, One month Rate, Three months Rate, One year Rate, J.P. Morgan index.

CROSS RATES AND DERIVATIVES

Table with columns: Exchange Cross Rates, Oct 14, Bid, Ask, DM, SF, etc.

UK INTEREST RATES

Table with columns: LONDON MONEY RATES, UK clearing bank base lending rate, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Oct 14, Rate, Change on day, % v-/- from % spread, etc.

UK TREASURY BILL FUTURES

Table with columns: Dec, Mar, Jun, etc.

US TREASURY BILL FUTURES

Table with columns: Dec, Mar, Jun, etc.

EUROBOND OPTIONS

Table with columns: Strike, Price, etc.

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Table with columns: Strike, Price, etc.

WORLD INTEREST RATES

Table with columns: MONEY RATES, October 14, Over night, One month, etc.

EURO CURRENCY INTEREST RATES

Table with columns: Oct 14, Short term, One month, etc.

THREE MONTH EURO CURRENCY FUTURES

Table with columns: Dec, Mar, Jun, etc.

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Table with columns: Dec, Mar, Jun, etc.

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Table with columns: Dec, Mar, Jun, etc.

Banco de la Nacion Argentina U.S. \$195,000,000 Floating Rate Notes due 1994-1997

METRO AG METRO FINANCE B.V. Can\$ 100,000,000 Collateral Floating Rate Notes 1993/2003

GUANGDONG DEVELOPMENT FUND LIMITED Net Asset Value

Hydro Quebec U.S. \$500,000,000 Floating Rate Notes, Series 1N, Due 1999

Templeton Templeton Global Strategy Funds

Standard Chartered US\$400,000,000 Undated Primary Capital Floating Rate Notes

Standard Chartered US\$400,000,000 Undated Primary Capital Floating Rate Notes

TENFORE Global real-time financial data direct to your PC

COMMODITIES AND AGRICULTURE

Sunny weather sends CBOT futures lower

By Laurie Morse in Chicago
Warm, sunny weather across much of the US grain belt speeded the US harvest over the weekend - and sent Chicago Board of Trade futures prices lower.

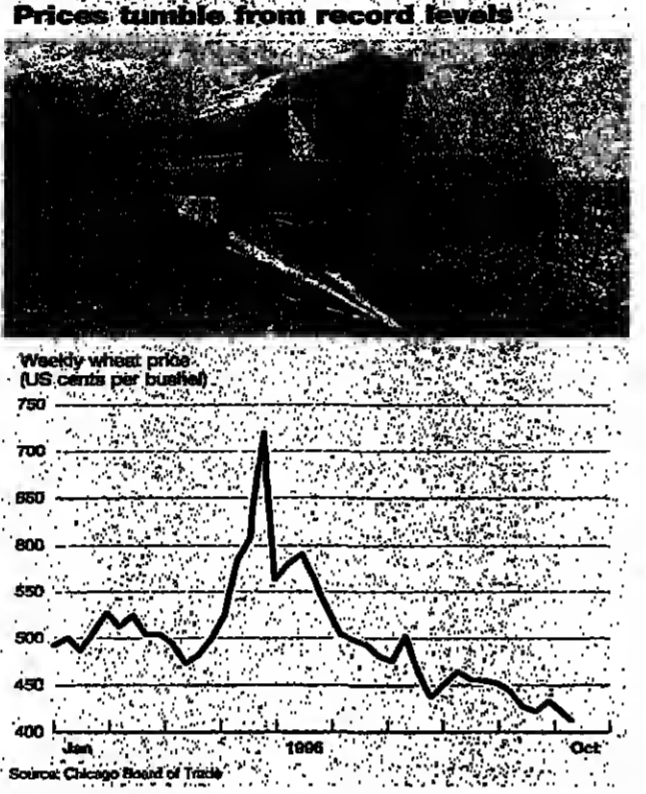
\$8 soybeans farmers had crowded over less than a month ago.
Mr Daniel Basse, a grain market analyst for the research firm AgResources, said the government data indicated that worldwide grain markets had entered a rebuilding stage, and two years of frenetic market activities linked to dwindling world grain supplies might be over.

At the same time, the Department of Agriculture has raised its estimate of maize production to 9.01bn bushels - an increase of 2 per cent from its previous forecast, and 22 per cent higher than in 1995.
Ending stocks figures for maize ratcheted up to 903m bushels, 28 per cent higher than the government agency's estimate last month of 688m bushels.

Bumper harvest hits prices of wheat

A sharp fall this year has eased concern on stock levels, says Deborah Hargreaves

World wheat prices have tumbled from record levels earlier this year as news of bumper harvests around the world has stopped traders worrying about low stock levels.
Lower prices have prompted the European Commission to reverse its export tax on grains, which has been in place since last December, and even offer some subsidies for traders shipping wheat overseas.



Prices tumble from record levels
Weekly wheat price (US cents per bushel)
Source: Chicago Board of Trade

EU shifts policy on barley

The amount of European Union barley sold or approved for export has nearly tripled in the past month as traders have taken advantage of a much increased EU cereal harvest.
The EU has shifted policy from an export tax on barley last year - designed to conserve the cereal for domestic use and prevent prices rising too high - back to export refunds.

COMMODITIES NEWS DIGEST

Brent Blend at post-Gulf war high

Oil prices in London hit yet another post-Gulf War high yesterday as last week's refined product-driven rally maintained its momentum. The price of the benchmark Brent Blend for November delivery reached \$24.92 a barrel in late London trading, more than \$1 above its close last Friday.

Albatros escapes fine

Breaches of contract by Albatros Warehousing earlier this year were serious enough to justify a substantial fine, but this is not being imposed, the London Metal Exchange said yesterday. An LME Warehouse Disciplinary Committee enquiry in May found that Albatros breached its contract by failing to maintain accurate records and properly issue LME warrants, as well as submitting incorrect stock returns on occasions.

Coal stable in Europe

Coal production and demand in Europe appear to have stabilised this year after five years of decline, according to the UN's Economic Commission for Europe.
However, the ECE says that the fall is only temporary because "drastic" falls in production and employment are planned by many governments over the next decade. Only countries of the former Soviet Union are likely to see rising demand and output as their economies recover from the deep slump of the past few years.

COMMODITIES PRICES

BASE METALS

Table of base metal prices including Aluminum, Lead, Tin, and Zinc. Columns include price change, high, low, and volume.

Precious Metals continued

Table of precious metal prices including Gold, Silver, and Platinum. Columns include price change, high, low, and volume.

GRAINS AND OIL SEEDS

Table of grain and oil seed prices including Wheat, Maize, Soybeans, and Barley. Columns include price change, high, low, and volume.

SOFTS

Table of soft commodity prices including Coffee, Cocoa, and Sugar. Columns include price change, high, low, and volume.

MEAT AND LIVESTOCK

Table of meat and livestock prices including Live Cattle, Live Hogs, and Pork Bellies. Columns include price change, high, low, and volume.

PRECIOUS METALS

Table of precious metal prices including London Bullion Market Gold, Silver, and Platinum. Columns include price change, high, low, and volume.

ENERGY

Table of energy prices including Crude Oil, Heating Oil, and Natural Gas. Columns include price change, high, low, and volume.

FUTURES DATA

Table of futures data for various commodities including Wheat, Maize, and Soybeans. Columns include price change, high, low, and volume.

INDICES

Table of market indices including Reuters, CRB, and S&P 500. Columns include price change, high, low, and volume.

JOTTER PAD

Table of London traded options prices for various commodities including Aluminum, Copper, and Coffee. Columns include price change, high, low, and volume.

CROSSWORD

Crossword puzzle grid with clues for No. 9, 199 Set by VIXEN. Includes across and down clues.

Solution to Saturday's prize puzzle on Saturday October 26. Solution to yesterday's prize puzzle on Monday October 28.



FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

Table listing various offshore and overseas funds with columns for Name, Value, and % Change.

Table listing various managed funds with columns for Name, Value, and % Change.

Table listing various offshore funds with columns for Name, Value, and % Change.

BERMUDA (REGULATED)\*\*

Table listing Bermuda regulated funds with columns for Name, Value, and % Change.

IRELAND (SIB RECOGNISED)

Table listing Ireland regulated funds with columns for Name, Value, and % Change.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man regulated funds with columns for Name, Value, and % Change.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey regulated funds with columns for Name, Value, and % Change.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey regulated funds with columns for Name, Value, and % Change.

ISLE OF MAN (REGULATED)\*\*

Table listing Isle of Man regulated funds with columns for Name, Value, and % Change.

HELP FILL THE CARE GAP IN BRITAIN. SUPPORT THE Macmillan APPEAL. Over one million people are living with cancer in Britain today...

FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances
FT Cytine Unit Trust Prices are available over the telephone. Call the FT Cytine Help Desk on (+44 171) 674 4878 for more details.

LUXEMBOURG (SIB RECOGNISED)

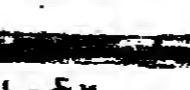
Table listing various Luxembourg funds including Fidelity Funds, Mercury Asset Management, and others. Columns include fund name, share price, and performance metrics.

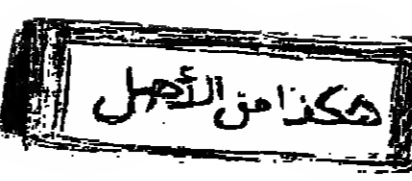
Table listing various Luxembourg funds including Mercury Asset Management, FT Managed Funds, and others. Columns include fund name, share price, and performance metrics.

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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

Offshore Insurances and Other Funds

Main table listing various investment funds with columns for fund name, currency, price, and other financial metrics. Includes sections for FT Cityline Unit Trusts, Global Asset Management, and other fund categories.

Advertisement for Imperial Cancer Research Fund. Features a photo of a woman and text: 'Every day, we help thousands of people like Zoe fight cancer. Give people with cancer a fighting chance...'

OTHER OFFSHORE FUNDS

Table listing various offshore funds, including names like 'ATSP Management Ltd' and 'Athena Fund Management Ltd'.

MANAGED FUNDS NOTES: Detailed text explaining fund management practices, including information on currency, fees, and how to contact the fund manager.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector, including names like Diageo, Heineken, and Carlsberg, with their respective share prices and changes.

BANKS, MERCHANT

Table listing banks and merchant companies such as HSBC, Citigroup, and Royal Bank of Canada, with their share prices and changes.

BANKS, RETAIL

Table listing retail banks like Lloyds TSB, NatWest, and Halifax, with their share prices and changes.

BREWERIES, PUBS & REST

Table listing breweries, pubs, and restaurants such as Asahi, Carlsberg, and Wm. & A. R. G. & Co., with their share prices and changes.

BUILDING & CONSTRUCTION

Table listing building and construction companies like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease, with their share prices and changes.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchant companies such as Bunnings, Wickes, and Wickes, with their share prices and changes.

CHEMICALS

Table listing chemical companies like ICI, Akzo, and Akzo, with their share prices and changes.

CHEMICALS - Cont.

Continuation of the Chemicals sector table, listing more companies and their share prices.

DISTRIBUTORS

Table listing distributor companies such as Asda, Asda, and Asda, with their share prices and changes.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies like BHP, BHP, and BHP, with their share prices and changes.

ELECTRICITY

Table listing electricity companies such as British Energy, British Energy, and British Energy, with their share prices and changes.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies like Agilent, Agilent, and Agilent, with their share prices and changes.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies such as Ford, Ford, and Ford, with their share prices and changes.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of the Electronic & Electrical Equipment sector table.

ENGINEERING

Table listing engineering companies such as BAE Systems, BAE Systems, and BAE Systems, with their share prices and changes.

ENGINEERING - Cont.

Continuation of the Engineering sector table.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies like Ford, Ford, and Ford, with their share prices and changes.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

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Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

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EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

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Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

HOUSEHOLD GOODS

Table listing household goods companies like Bunnings, Wickes, and Wickes, with their share prices and changes.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

HOUSEHOLD GOODS

Table listing household goods companies like Bunnings, Wickes, and Wickes, with their share prices and changes.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

HOUSEHOLD GOODS

Table listing household goods companies like Bunnings, Wickes, and Wickes, with their share prices and changes.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing investment trusts such as Fidelity, Fidelity, and Fidelity, with their share prices and changes.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing investment trusts such as Fidelity, Fidelity, and Fidelity, with their share prices and changes.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing investment trusts such as Fidelity, Fidelity, and Fidelity, with their share prices and changes.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

Advertisement for Rockwell, featuring the text 'By meeting customer needs, Rockwell has become a world leader in components and systems for cars, trucks and trailers.' and the Rockwell logo.

ENGINEERING - Cont.

Continuation of the Engineering sector table.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies like Ford, Ford, and Ford, with their share prices and changes.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies like Anglo American, Anglo American, and Anglo American, with their share prices and changes.

FOOD PRODUCERS - Cont.

Continuation of the Food Producers sector table.

FOOD PRODUCERS

Table listing food producer companies like Unilever, Unilever, and Unilever, with their share prices and changes.

FOOD PRODUCERS - Cont.

Continuation of the Food Producers sector table.

FOOD PRODUCERS - Cont.

Continuation of the Food Producers sector table.

FOOD PRODUCERS

Table listing food producer companies like Unilever, Unilever, and Unilever, with their share prices and changes.

FOOD PRODUCERS - Cont.

Continuation of the Food Producers sector table.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

HOUSEHOLD GOODS

Table listing household goods companies like Bunnings, Wickes, and Wickes, with their share prices and changes.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

INVESTMENT TRUSTS

Table listing investment trusts such as Fidelity, Fidelity, and Fidelity, with their share prices and changes.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing investment trusts such as Fidelity, Fidelity, and Fidelity, with their share prices and changes.

مركز من التجار



LONDON SHARE SERVICE

Table with columns for company names, prices, and changes. Includes sections for 'OTHER INVESTMENT TRUSTS' and 'INVESTMENT COMPANIES'.

Table with columns for company names, prices, and changes. Includes sections for 'LEISURE & HOTELS - Cont.', 'LIFE ASSURANCE', and 'MEDIA'.

Table with columns for company names, prices, and changes. Includes sections for 'PAPER, PACKAGING & PRINTING - Cont.', 'PHARMACEUTICALS', and 'PROPERTY'.

Table with columns for company names, prices, and changes. Includes sections for 'RETAILERS, FOOD', 'RETAILERS, GENERAL', and 'SUPPORT SERVICES'.

Table with columns for company names, prices, and changes. Includes sections for 'TELECOMMUNICATIONS - Cont.', 'TEXTILES & APPAREL', 'TOBACCO', and 'TRANSPORT'.

Table with columns for company names, prices, and changes. Includes sections for 'AIM - Cont.', 'AMERICANS', 'CANADIANS', and 'SOUTH AFRICANS'.

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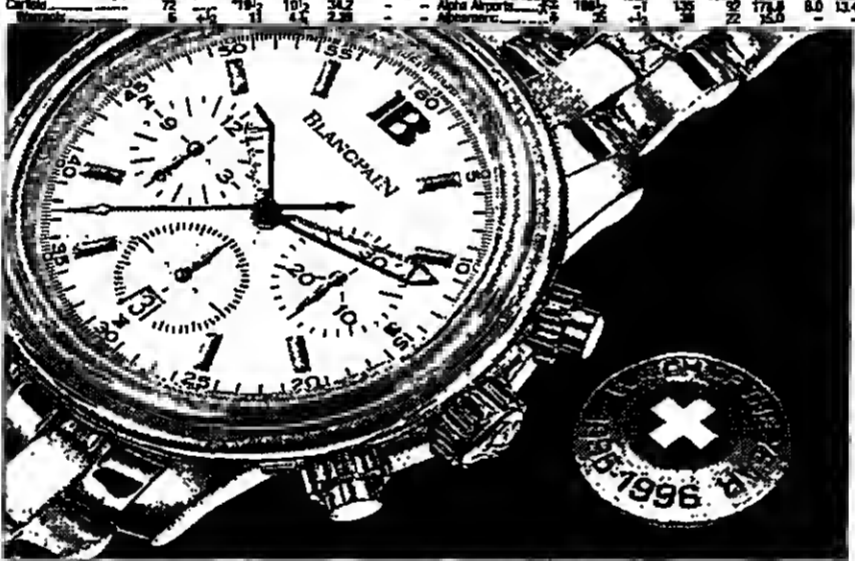


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GUIDE TO LONDON SHARE SERVICE
Prices for the London Share Service delivered by East, part of Financial Times Information...
Company classifications are based on those used for the FTSE Actuaries Share Indices...
Where stocks are denominated in currencies other than sterling, this is indicated after the name...
Market capitalisation shown is calculated separately for each line of stock...
Highs and lows marked that have been adjusted to allow for capital changes...
Figures of report include incorporated companies listed on an approved exchange...
Price at time of publication...
Estimated Mid Asset Values (MAV) are shown for investment trusts...
This service is available to companies whose shares are regularly traded in the United Kingdom for a fee of £150 a year for each security shown, subject to the Editor's discretion...
FT Free Annual Reports Service
You can obtain the current annual/interim report of any company associated with FT...
FT Cityline
Up-to-the-second share prices are available by telephone from the FT Cityline Service...
For readers phoning from outside UK, please dial +44 in place of the first 0...
The share prices printed on these pages are also available on the internet at http://www.ft.com.

LONDON STOCK EXCHANGE

FTSE 100 climbs to all-time closing record

MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A rampant Wall Street was just the tonic the UK market needed, projecting the FTSE 100 index through its previous all-time closing high, after London had endured a disappointingly quiet morning session.

liners, however, with the FTSE 250 index settling a net 0.3 off at 4,443.5. The FTSE SmallCap performed creditably, pushing up 3.6 to 2,182.4.

Adding to an air of euphoria in the leaders, triggered by the Dow Jones Industrial Average's emphatic move through 6,000, was a strong feeling around trading desks that more takeover activity is imminent.

The French utility. Even if the United News bid for Blenheim does not materialise, there are strong hints that VNU, the Dutch publishing group, is intent on hoisting its existing stake in Blenheim by a further 10 percentage points.

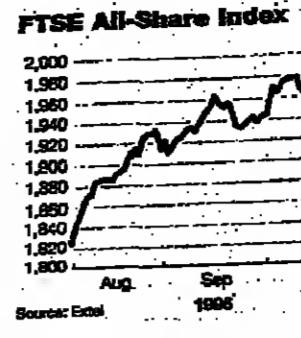
Elsewhere, last week's stories of potential bids in some sectors, notably insurance and leisure, were revived, with Commercial Union, the insurance company, and Manchester United heavily bought by speculators.

Monday that difficult operating conditions were continuing although overall group sales growth continued in line with half-year results.

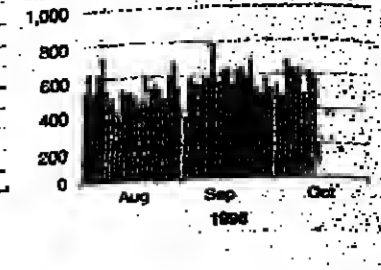
Dealers insisted, however, that there was never any real weight of downside pressure, "more a lack of interest", as one put it. A rally began in mid-morning

and this gradually drove share prices higher, with Footsie reaching a session high of 4,040.0 during the late afternoon before slipping off its best.

Asked about the market's short term potential, one senior marketmaker said: "It feels fine. The talk around the place is that we'll challenge 4,100 by the end of the week." Another said marketmakers had been caught short of stock and were having to pay up to close their short positions.



Equity shares traded



Indices and ratios

Table listing indices like FTSE 100, FTSE 250, FTSE 350, FTSE All-Share, FTSE All-Share yield with their respective values and percentage changes.

FT 30

Table for FT 30 index with columns for index value, percentage change, and other metrics like turnover and P/E ratio.

Best performing sectors

Table listing top performing sectors such as Extractive Inds, Retailers, and Leisure & Hotels with their percentage changes.

Worst performing sectors

Table listing bottom performing sectors such as Gas Distribution, Health Care, and Distributors with their percentage changes.

Blenheim bid talk continues

By Peter John and Lisa Wood

Continuing uncertainty over the future of Blenheim, the exhibitions group, which has been in play for some months, was responsible for the shares falling 10% to 473 1/2p.

Continuing wild bid speculation was responsible for Manchester United climbing 4% to 559p.

The latest rumour was that IMG, the international sports management group, was in the frame. However, sources close to Manchester United said no director had received any bid approaches.

Some electricity stocks fell after EZW took a pessimistic view on future dividend policies.

Information technology group Sema rose 14 to 836 1/2p after a recommendation in the Sunday press. The recommendation said the software and services sector was experiencing strong growth and rationalisation.

Premier Farnell dropped 20% to 660p after the company posted first-half profits at the low end of market forecasts.

Monday that difficult operating conditions were continuing although overall group sales growth continued in line with half-year results. The shares ended the day 4% lighter at 211p.

FUTURES AND OPTIONS

Table for FTSE 100 INDEX FUTURES with columns for open, set price, change, high, low, and other metrics.

Table for FTSE 250 INDEX FUTURES with similar columns to the FTSE 100 table.

Table for FTSE 100 INDEX OPTION with columns for call and put prices.

Table for EURO STYLE FTSE 100 INDEX OPTION with columns for call and put prices.

Trading Volume

Large table titled 'Major Stocks Yesterday' listing various companies like AstraZeneca, BT, BTG, etc., with their trading volume, closing price, and percentage change.

CU hints

Speculation of overseas interest in parts of Commercial Union lifted the shares 9% to 677 1/2p.

FT 30 INDEX

Table showing FT 30 index performance over time with columns for date, index value, and percentage change.

LONDON RECENT ISSUES: EQUITIES

Table listing recently issued equities such as Sema, FTSE 100, and FTSE 250 with their respective prices and yields.

FT GOLD MINES INDEX

Table for FT Gold Mines Index showing performance over time with columns for date, index value, and percentage change.

Large advertisement for the Istanbul 2004 Olympic Bidding Committee. It features the Olympic rings logo and text inviting contractors to prequalify for the Olympic Stadium project. It lists 11 points regarding the bidding process, including the project location, technical requirements, and the deadline for prequalification.

FTSE Actuaries Share Indices. A detailed table listing various FTSE industry baskets and their performance. It includes sections for FTSE Actuaries Share Indices, FTSE Actuaries Industry Sectors, and FTSE 350 Industry baskets. The table provides comprehensive data on different market sectors like Mining, Consumer Goods, Healthcare, and Financials.

FTSE International logo and additional information regarding the FTSE indices, including contact details and a disclaimer about the data's accuracy.

Highs & Lows shown on a 52-week basis

WORLD STOCK MARKETS

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for EUROPE (Oct 14/ Fri) and ITALY (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for GERMANY (Oct 14/ Fri), DENMARK (Oct 14/ Fri), FINLAND (Oct 14/ Fri), and FRANCE (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for SWITZERLAND (Oct 14/ Fri), POLAND (Oct 14/ Fri), and TURKEY (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for JAPAN (Oct 14/ Fri), PACIFIC, and AUSTRALIA (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for GREECE (Oct 14/ Fri), HONG KONG (Oct 14/ Fri), INDIA (Oct 14/ Fri), and INDONESIA (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for MALAYSIA (Oct 14/ Fri), NEW ZEALAND (Oct 14/ Fri), PHILIPPINES (Oct 14/ Fri), and SOUTH AFRICA (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for SINGAPORE (Oct 14/ Fri), SOUTH KOREA (Oct 14/ Fri), TAIWAN (Oct 14/ Fri), and THAILAND (Oct 14/ Fri).

Table with columns for Country, Stock Name, Price, High, Low, and % Change. Includes sections for VIETNAM (Oct 14/ Fri), BRAZIL (Oct 14/ Fri), and NORTH AMERICA (Oct 14/ Fri).

Table with columns for Index Name, Price, High, Low, and % Change. Includes sections for INDICES and INDEX FUTURES.

Table with columns for Index Name, Price, High, Low, and % Change. Includes sections for US INDICES and INDEX FUTURES.

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Advertisement for Peregrine with the headline 'Money Talks In Asia' and the text 'We speak Asia's language. Peregrine is a leader in Asian corporate and project finance, direct investment and asset management.'

Market summary and closing prices for various indices and stocks. Includes sections for TOKYO - MOST ACTIVE STOCKS, NIKKEI 225, and various individual stock prices.

4 pm close October 14

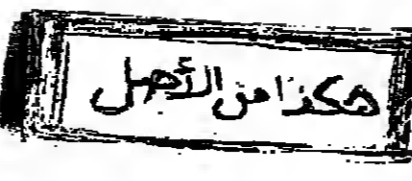
NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sections for 'NEW YORK STOCK EXCHANGE PRICES', 'NASDAQ LISTED STOCKS', and 'NASDAQ LISTED STOCKS'.

Advertisement for Hewlett-Packard featuring a computer monitor and the text: 'If the business decisions are yours, the computer system should be ours. http://www.hp.com/go/computing'

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Continued on next page



NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'T', 'U', and 'X-Y-Z'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume.

Advertisement for 'France' featuring the headline 'Have your FT hand delivered in France.' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.' Includes contact information for various cities.

Holiday rise takes index over 6,000

Americas Blue chip shares in the Dow Jones Industrial Average held above the 6,000 level at midnoon yesterday, reflecting strength among cyclical issues, writes Lisa Branstetter in New York.

Three new highs as Dow cheers bourses

EUROPE

Wall Street's Columbus Day frolics had a echo in Europe where Friday's stars, COPENHAGEN, OSLO and BUDAPEST, registered new all-time highs and where senior bourses ended the day in more jovial form than they had displayed earlier.

FTSE Actuarial Share Indices

Table with columns for dates (Oct 14, 13, 12, 11, 10, 9, 8, 7) and values for various FTSE indices.

would be higher than planned. Among the winners, the wholesale chemicals company, Gehe, rose DM2.76 to DM107.76 on a plan to sell its generics activities.

The carmakers, Peugeot Citroen and Renault SA, fell FF7.31 and FF1.90 to FF121. The sector had enjoyed a boost from the French rebate scheme to encourage the purchase of new cars.

ZURICH hulled a small advance on Wall Street's pre-weekend strength and the SMI index finished 8.5 higher to 8,813.7. Among pharmaceutical stocks, Roche certificates advanced FF2.85 on expectations of good nine-month sales figures.

European insurer to be awarded a licence to do business in the Chinese market, which is being opened up slowly to foreign operators.

Sulzer jumped SF16 to SF1763 after the company called a news conference for Thursday to give details of structural changes at its Sulzer Ruettli weaving machine division.

BEIJING saw a sharp early fall in UFPM-Kymmene, the country's biggest forestry group, as some investors speculated that the market's weekend link to the KRUM would damage the Finnish forest industry's competitiveness.

Down 3.2 per cent at one stage, UFPM eventually shed FMI to FMS3.50. The broad market was mixed, with the Hex index 5.18 higher at 2,189.55.

Amer, the sporting goods group, rose FM3 to FM109 after the company said that it had signed a letter of intent to sell its MacGregor Golf company to the privately owned Masters International of the UK.

MILAN picked up from the day's lows, helped by Wall Street and confirmation that the hard left will back the government's 1997 budget. The Comit index lost 5.77 to 618.50, while the real-time

Advertisement for 'FINISH' with text: 'entering a realm of possibilities' and an image of a person's face.

Mexico City falls 1.3%

Mexico City was 1.3 per cent lower at midnoon, reflecting weakness in the peso and expectations of an increase in primary interest rates at this week's Cetes auction.

ASIA PACIFIC

Caution marked the opening of TOKYO's final week before Japan's general election on October 20. The Nikkei average closed a shade higher but volume slid to a new 1996 low, writes Guen Robinson.

The 225 index closed 61.09 higher at 21,029.25, after moving between 20,905.37 and 21,058.00. Volume slumped from 299m shares to an estimated 187m.

The Topix index of all first-section stocks rose 4.38 to 1,576.25, and the capital weighted Nikkei 300 by 1.06 to 295.47. Advances led declines 509 to 473 with 227 unchanged. In London, the ISE/Nikkei 50 index rose 0.85 to 1,436.45.

Traders noted fresh buying interest from foreign securities houses and a late-afternoon surge of arbitrage-linked purchases on higher index futures. However, indecision and uncertainty about the election kept many investors on the sidelines.

West Japan Railway (JR West) reversed its closely watched winning streak following last week's modest market debut and shed Y4,000 to Y370,000.

On the other hand, East Japan Railway (JR East), the first railway to be privatised of the government's defunct JNR group, broke a losing trend to gain Y6,000 at Y503,000.

Real estate developers rose on expectations that the next government would implement measures to stimulate the property market. Mitsui Fudosan added Y30 to Y1,440 and Mitsubishi Estate Y30 to Y1,450.

Semiconductor-related issues fared well on reports of a likely rise in demand,

Dhaka

DHAKA saw angry scenes among small investors in the DSE as share prices remained weak after their weekend tumble which followed a warning by the market watchdog against trading in 24 losing companies.

The DSE index had lost 4.4 per cent on Saturday and 6.3 per cent on Sunday, after the exchange authorities imposed a 10 per cent ceiling on price changes in an effort to stop wild movements and the quotation of speculative prices.

The index lost another 19.86 or 1.1 per cent after 1,798.58 yesterday, as hundreds of orders were posted in the roads around the exchange in an effort to maintain order.

WELLINGTON rose in spite of the inconclusive general election result, the NZSE-10 Capital index ending 14.93 higher at 2,264.47.

government planned to tax agricultural income to help plug its yawning budget deficit, dealers said.

The KSE-100 index rose 9.18 to end at 1,883.79. BOMBAY resumed its downward path as support from local funds dried up with most large players remaining on the sidelines.

The BSE-30 index lost 61.8 or 1.94 per cent to 3,093.34. SEOUL turned back from its best levels of the day in a mid-afternoon consolidation, that ate away at morning gains.

BANKING added to Sunday's advance on speculative buying of a handful of blue chips after news that the

MARKETS IN PERSPECTIVE

Table showing % change in local currency and % change in US \$ for various regions like Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, UK, EUROPE, Australia, Hong Kong, Japan, Malaysia, New Zealand, Singapore, Canada, USA, Mexico, South Africa, and WORLD INDEX.

FT/S&P ACTUARIAL WORLD INDICES

The FT/S&P Actuarial World Index are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

Large table showing regional and national market data for Friday October 11 1996 and Thursday October 10 1996, including indices for Australia, Austria, Belgium, Brazil, Canada, Denmark, Finland, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Korea, Malaysia, Mexico, Netherlands, New Zealand, Norway, Philippines, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, and USA.

Large advertisement for 'I want to see NUMBER' featuring a silhouette of a person's head and an image of a car.

دكان العطل

# SPANISH BANKING and FINANCE

## Now entering the realm of the possible

### The change of government and the budget, backed by growth prospects, have reinforced confidence, writes David White

"And is it a very dangerous exploit that one?" Sancho Pansa asked.

"No," replied the Knight of the Mournful Countenance. "It is not - not if the dice fall right for us; but everything will depend on your diligence."

What seemed implausible has now entered the realm of the possible. Spain's aspiration to qualify as a founder-member of the European single currency no longer appears as Quixotic and far-fetched as it did only a few months ago.

Not all experts are yet convinced that Spain can meet the Maastricht treaty criteria in time for joining the first group of countries in the euro, if it is launched as planned in 1999. But the idea that Spain might, by hook or by crook, actually make the grade has been gaining converts.

The centre-right Popular party government, not yet six months in office, has made a heavy investment of political capital in the attempt. Mr José María Aznar, prime minister, says his determination is "absolutely irreversible".

In effect - and before Spain has got around to beginning its public promotion campaign for the euro - Mr Aznar has doubled his

bet. In a country still solidly in favour of European integration, he could hardly now fall without political damage.

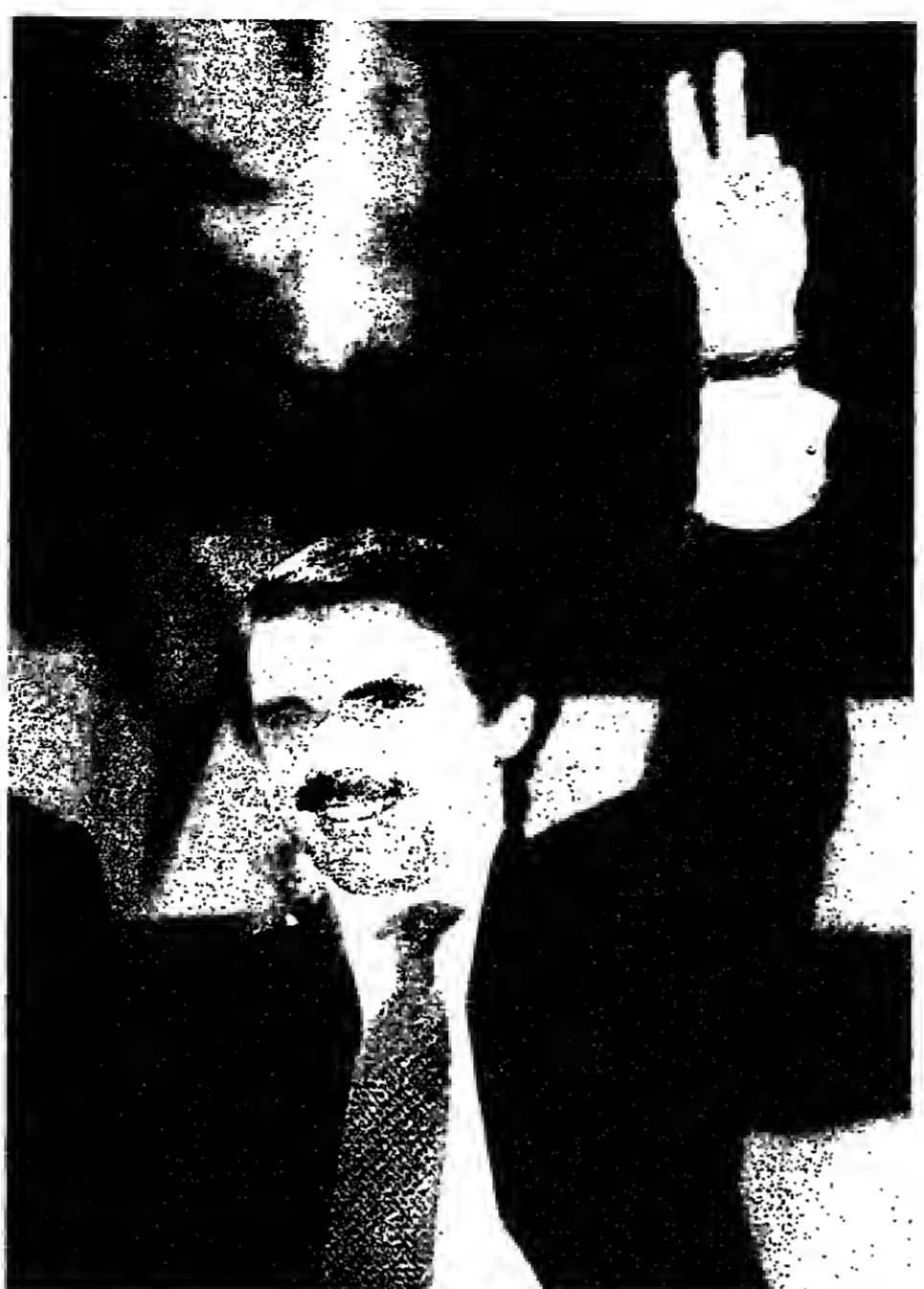
Membership is seen as anchoring Spain in a "zone of stability," with lower borrowing rates, healthy budgets and - after four devaluations since 1992 - a solid currency. The objective is central to the understanding between the government and regional parties, whose support it depends on in parliament.

Meeting the criteria for inflation and the public deficit has become the government's overriding task.

This may mean putting off other difficult reforms. A crucial factor in Spain's future competitiveness will be the functioning of its labour market, still one of Europe's least flexible. The government has threatened to push changes through next year, but it is questionable whether it will risk a confrontation on the issue before the single-currency hurdle is cleared.

Although some of its early measures have been controversial - such as taxing capital gains at a privileged 20 per cent rate - the government has so far managed to avoid serious friction over its economic plans. In its search for consensus, it has offset the impact of a public-sector wage freeze by making concessions to unions over state pensions - to the dismay of employers who were hoping for cuts in their social security contributions.

The shift in sentiment about Spain's prospects for European monetary union



José María Aznar: the prime minister is intent on getting Spain into Euro on its merits

coincides with the government's first draft budget, now before parliament. Even though the Popular party does not have a majority, its passage is guaranteed. This means Spain will at least have a proper budget - in contrast to the situation created a year ago when a parliamentary defeat forced Mr

Felipe González's Socialist administration to roll over the budget from the previous year.

The new budget, aiming for an overall deficit of 3 per cent of gross domestic product, in line with the targets of the economic and monetary union (Emu), received backing from the Bank of

### Government growth forecasts (per cent)

	1994	1995	1996*	1997*
Gross domestic product (per cent growth)	2.1	2.8	2.3	3.0
Private consumption (per cent growth)	0.9	1.5	2.1	2.7
Public consumption	-0.3	1.3	0.3	-0.3
Fixed capital formation	1.8	8.2	3.1	8.5
Exports	16.7	8.2	7.5	8.5
Imports	11.4	8.8	7.3	8.7
Consumer prices Dec-Dec	4.3	4.3	3.4	2.63

\*forecast Source: Ministry of Economy and Finance

### Balance of payments (Pta bn)

	1995*	1995*	1995	1994
Current account balance:	-41	-210	+158	-918
Trade deficit:	-1,120	-1,256	-2,201	-1,967
Services balance:	+1,367	+1,200	+2,215	+1,951
Gross tourist income:	1,923	1,746	3,161	2,875

\*January-July Source: Bank of Spain

ter's 1.9 per cent year-on-year rate improving to around the government's target of 2.3 per cent at the end of the year, and speeding up further next year, although maybe not to the 3 per cent the government forecasts.

However, Mr Aznar was overstating the case when he asserted, at this month's special EU summit in Dublin, that "there are no doubts anywhere" about Spain's ability to qualify for the euro. The Bank of Spain has been warning about the risk of wage pressures affecting the country's performance on inflation, due under the government's plan to be at 3.5 per cent at the end of this year and 2.6 per cent a year later.

Madrid is counting on lenient treatment for public debt, which it expects to remain above 67 per cent of GDP, over the 60 per cent target, although with the trend turning downwards slightly for the first time next year.

The budget centres on a Pta500bn reduction in the central government's deficit. This means holding down the increase in spending to 1.7 per cent, with heavy cuts in investment and subsidies, and lifting revenues by 6 per cent or Pta907bn, partly from new taxes including a 4 per cent levy on most insurance policies.

However, experts raise doubts about how sustainable the speeding controls

will be. They see the government stalling up problems for later, for instance by refusing to assume debts built up by state bodies such as the RTVE broadcasting authority. Mr Aznar's answer is: "We'll have to tackle this in the future. It is not the time to deal with it now."

Above all, the budget appears to have made an optimistically small allowance for the deficits of the social security system and Spain's self-governing regions.

Despite Mr Aznar's strong declaration of intent, some analysts believe Spain is still more likely to join the euro in a second wave, after two or three years - if, that is, it can move closer to the targets in the interim.

All this leaves the Spanish financial sector in the awkward position of making preparations for the euro without knowing for sure whether or when the country will adopt it. "We have to behave as if we had the certainty of joining," says one banker. Adaptation costs and the short-term loss of commissions and other revenues are expected to amount to some Pta250bn.

To take an example, Spanish banks' computer systems currently work in whole pesetas, with no allowance for decimal places, which will have to be incorporated when the larger currency unit is introduced.

look of euro membership brings with it the prospect of a sharp increase in competitive pressures - particularly in wholesale banking - and further restructuring.

Spain's financial sector has already changed radically since the late 1980s, with a stock market Big Bang, a series of bank mergers and takeovers, and the cramping of once-comfortable margins.

The banking industry has become concentrated to a greater degree than in any of the EU's other larger member countries.

In terms of customer funds, banks control just over half the Spanish market alongside savings institutions and co-operatives. Of this share, as of June 30, four big groups accounted for 81 per cent.

The concentration process can be expected to continue - if not among the top banks, at least among the smaller commercial banks and savings banks. The coming months are also expected to see a strengthening of international alliances, including cross-shareholdings.

One bank chairman offered an apocalyptic vision of what was in store - "an earthquake, like a Disney film with birds and animals scattering about."

\*from Cervantes' *The Ingenious Gentleman, Don Quixote de la Mancha*. Trans. S.Putnam

<p>February 1996</p> <p>European Investment Bank</p> <p>Medium Term Note Programme</p> <p>Pesetas 200,000,000,000</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>February 1996</p> <p>European Investment Bank</p> <p>Pesetas 20,000,000,000</p> <p>8.90%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>February 1996</p> <p>Finland Export Credit Ltd</p> <p>Pesetas 10,000,000,000</p> <p>8.075%</p> <p>Maturity 1999</p> <p>Santander Investment</p>	<p>February 1996</p> <p>Banco Interamericano de Desarrollo</p> <p>Pesetas 10,000,000,000</p> <p>8.83%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>March 1996</p> <p>Council of Europe</p> <p>Pesetas 15,000,000,000</p> <p>8.975%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>March 1996</p> <p>KfW</p> <p>Pesetas 10,000,000,000</p> <p>8.85%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 15,000,000,000</p> <p>9.40%</p> <p>Maturity 2003</p> <p>Santander Investment</p>	<p>April 1996</p> <p>SNEF</p> <p>Société Nationale des Chemins de fer Français</p> <p>Pesetas 10,000,000,000</p> <p>9.30%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>April 1996</p> <p>Kommerskredit</p> <p>Pesetas 10,000,000,000</p> <p>9.05%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 7,000,000,000</p> <p>9.30%</p> <p>Maturity 2006</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 6,000,000,000</p> <p>7.50%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>International Bank for Reconstruction and Development</p> <p>Pesetas 10,000,000,000</p> <p>7.75%</p> <p>Maturity 1999</p> <p>Santander Investment</p>
<p>July 1996</p> <p>European Investment Bank</p> <p>Pesetas 3,000,000,000</p> <p>7.00%</p> <p>Maturity 1999</p> <p>Santander Investment</p>	<p>June 1996</p> <p>Santander</p> <p>Pesetas 10,000,000,000</p> <p>8.65%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>June 1996</p> <p>European Investment Bank</p> <p>Pesetas 10,000,000,000</p> <p>8.50%</p> <p>Maturity 2021</p> <p>Santander Investment</p>	<p>June 1996</p> <p>European Investment Bank</p> <p>Pesetas 8,230,000,000</p> <p>7.50%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>June 1996</p> <p>Finland Export Credit Ltd</p> <p>Pesetas 10,000,000,000</p> <p>8.10%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>July 1996</p> <p>SEK</p> <p>AB SVENSK EXPORTKREDIT</p> <p>Pesetas 10,000,000,000</p> <p>7.75%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>August 1996</p> <p>EUROFIMA</p> <p>European Investment Bank</p> <p>Pesetas 10,000,000,000</p> <p>7.00%</p> <p>Maturity 1998</p> <p>Santander Investment</p>	

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II SPANISH BANKING AND FINANCE

Savings banks: by Tom Burns

# Making money at every turn

Local utilities are proving to be the most attractive industrial investment

Short of breathing, virtually everything one does in Barcelona, be it making a telephone call, switching on a light or having a hot shower, makes money for La Caixa. The Barcelona-based savings bank is a leading shareholder of all the essential utilities, including the national telephone, electricity and natural gas companies, as well as of the city's water company.

It is also impossible to drive a car and not contribute to La Caixa's profits. The savings bank holds strong equity stakes in the toll motorways that approach Barcelona, in Repsol, the main service station network and petrol conglomerate, and also in the city's municipal car parks.

With average total assets of Ptas 8,835bn (\$70.6bn) last year and after tax income of Pta 37,300 in the first six months of this year, a 26.1 per cent profit increase, La Caixa is the most prominent example of the increasing visibility of the *cajas de ahorro*, the savings banks, on Spain's financial landscape.

The gap between the *cajas* and the banks has been gradually closing and the savings banks currently account for 47 per cent of total deposits in the banking system and for 39 per cent of total loans.

The trendsetter in this process has been La Caixa which, in order to widen its deposit taking base, last year bought two small bank networks: Banco Herrero which is strong in the northern province of Asturias and Banco Granada Jerez which operates in the southern Andalusia region.

The Barcelona savings bank, however, reserved

until this year its quantum leap into major domestic industrials.

In a series of quick market buying sprees, it built up a five per cent stake in the Repsol conglomerate and it increased its shareholding in Telefonica, the telecoms operator, from three to five per cent.

The equity acquisitions turned La Caixa into a large industrial investor, bringing it out of its Barcelona backyard and placing it on to the centre stage of corporate Spain. In both Telefonica and Repsol, the savings bank now partners, as a core equity holder, none other than Banco Bilbao Vizcaya (BBV), the most industrially active and experienced of the big domestic banking groups.

La Caixa dwarfs the other savings banks - it is bigger than the next three in the *caja* rankings table put together - but its lead will undoubtedly be followed by others in its sector. "We will have to go along this path but we will do so prudently," says Mr Manuel Pizarro executive chairman of Ibercaja, the seventh ranked savings bank which is based in Zaragoza and reported average total assets last year of Pta 1,284bn.

The savings banks are being led along this path by a carrot and they are being driven by a stick. The carrot is the huge need for industrial investment; and the stick is the squeezed margins of the conventional lending business.

The investment pull is chiefly the result of the retreat that the new Popular party government has initiated from public works and enterprises.

The government has in principle adopted a wide-ranging privatisation plan and it has given a clear political signal that it wants a partnership with the private sector for big infrastructure investments to replace the big public spending pro-

grammes that characterised the years when the socialists were in power.

Mr Pizarro foresees Ibercaja involvement in, for example, a high speed train link between Madrid and Barcelona that will pass through Zaragoza. The savings bank could also take a share in local electricity generators and in water and waste-management companies.

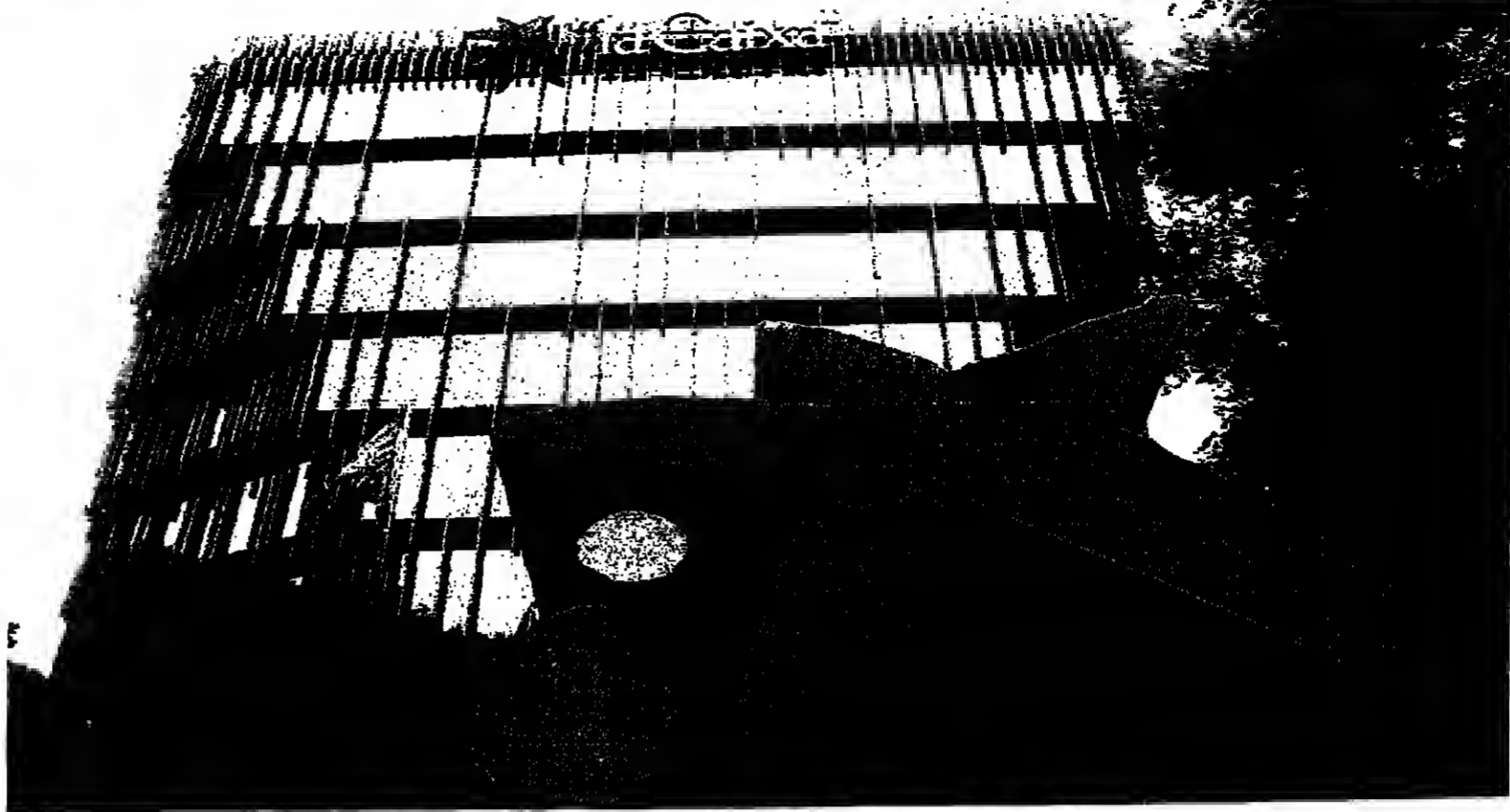
The emphasis is that the industrial investments should be focused towards utilities and, above all, should be firmly based in the home region of the *caja*.

The shift towards industrial investments make sound sense at a time when margins are under pressure. This is exactly what has occurred in the private banking sector where the so-called German banking model of financial institutions with assertive industrial portfolios appears to be making a comeback.

The broad picture of the private banking sector over the past four years is that competition has prompted a sharp decrease in the differential margin between loans and deposits; that cost control is unable to avert the gradual erosion of efficiency; and that profitability, measured in terms of return on assets and on equity, has deteriorated.

So far, the savings banks have been less squeezed than the private banks and most *cajas* have been able to post respectable increases in their net interest margins thanks to their undoubted expertise in capturing deposits among the middle and lower segments of the banking client base. But there is nothing to suppose that the pressure on margins that has afflicted the private banks will not cause a similar concern among the savings banks.

The investment blueprint that Ibercaja's chairman is working on is almost certainly applicable to all *cajas*.



La Caixa in Madrid: the mother of all Spanish savings banks with the logo designed by the renowned Catalan artist Joan Miró

As the owner of stockbroker-firm and a former head of the Madrid stock exchange, Mr Pizarro is well versed in the business of raising capital and, as a close friend of Mr José María Aznar, the prime minister, and of the government's economic team, he is well aware of the policy shift towards private sector financing.

Although under regulations that were introduced in the late 1980s the *cajas* are no longer limited to operations within their own region, their home standing remains their prime strength and also, to a certain extent, their burden.

The obvious prime investment for a savings bank revolves around the utilities and services sectors of its local area. This is because there are now clear financing opportunities in what is very familiar territory - every self-respecting savings bank would like to be as omnipresent as is La Caixa in Barcelona - and it is also because under the complex ownership status of the *cajas*, local institutions and local politicians have a key say in investment decisions.

Privatisation: by David White

# An ideological approach

It is unclear just how far the government's ambitions and plans will go

Spanish government ministers have taken to talking a lot recently of the need for "realism" about their much-vaunted privatisation programme.

Plans drawn up by the Popular party administration, approaching privatisation with an ideological commitment until now absent in Spain, are the nearest the country has come to an overall strategy for reducing state holdings. But they do not amount to a wholesale sell-off.

"It won't be aggressive, massive or rushed," Mr Josep Piqué, who as industry minister is responsible for most of the government's corporate interests, has warned.

Nonetheless, investment banks are jockeying for the business in prospect from plans which over the next four years could involve the sale of shareholdings with a market value of Ptas 3,000bn. This would be roughly half as much again as the privatisations carried out by the previous Socialist administration - some Pta 1,700bn worth at today's prices - from 1988 up to its general election defeat in March.

The new programme is set to get under way by the end of the year. High on the list is the sale, through an offering aimed at institutional investors, of the state's 3.8 minority share in Gas Natural. The company's main shareholder, the Repsol oil group, in which the state still holds 10 per cent, is itself an early candidate on the list.

A remaining 9 per cent which the state owns in the wholesale gas operator Enagas is also set to be sold to Gas Natural, which already has the other 91 per cent. In a further step to tidy up minority holdings, the government has decided to sell its 24 per cent direct stake in TISA, the overseas arm of the Telefonica group, to the parent company. A further offering of shares in Telefonica, in which the state's interest has been reduced to 21 per cent, is expected in the first half of next year.

The government's 1997 budget contains a scaled-down provision for privatisation revenues of Ptas 450bn - roughly the value of its Telefonica stake alone. But this is deliberately modest. Mr Piqué has predicted an annual total of about Pta 600bn. The pace will depend on market conditions, competition from the long list of privatisations planned by other European countries, and the readiness of the companies themselves.

The government put a spanner in the works of its own programme in July when it imposed higher tobacco taxes, hitting the profitability and share price of the 52 per cent state-controlled Tabacalera group, and therefore the potential revenues from its privatisation, which looks like being delayed as a result.

Spain has accumulated its nationalised sector from a variety of sources: early 20th century protectionist policies, interventionism and reliance on state initiatives in the Franco regime, and corporate casualties since the 1960s.

### Main privatisation candidates\*

- Ready to go, pending decision on law:
- Telefonica - Telecommunications (21 per cent)
  - Repsol - Oil and chemicals (10 per cent)
  - Argenta - Banking (25 per cent)
  - Tabacalera - Tobacco (52 per cent)
  - Gas Natural - Gas (4 per cent)
  - Trasmisiones - Ferries (96 per cent)
  - Alocaes - Duty-free (80 per cent)
  - Aspact - Building (80 per cent)
- Awaiting deregulation measures:
- Endesa - Electricity (67 per cent)
- Deal for privatisation by 2000:
- Iberia - Airline (99.8 per cent)
  - Avio - Airline (99.9 per cent)
  - Aluminos - Aluminium (93 per cent)
  - Indra Sistemas - Electronics (63 per cent)
  - CASA - Aerospace (89 per cent)
  - Ence - Paper pulp (51 per cent)
  - Babcock & Wilcox España - Capital goods (100 per cent)
  - Mutua - Insurance (100 per cent)

\* Figures in brackets are current state shareholdings.

Nacional de Industria (INI). The new government decided that the Teneo organisation should go the way of INI and be scrapped.

Lastly come the lame ducks, such as the loss-making shipyards, which could become privatisation candidates later on. The government has already held contacts on the future of the reorganised steel group CSL. This group of companies, largely depending on subsidies agreed with Brussels, come under a separate organisation at the industry ministry, the State Industrial Agency (AIE). In the interests of symmetry, the industry ministry and the economy ministry now have two other parallel holding units for the various interests they own - SEPI and SEPP. A consultative council of academics has been created to advise on privatisations, chaired by Mr Luis Gamir, a former trade minister.

It remains unclear, however, how far the government's privatisation ambitions go, or how drastic it is prepared to be in tackling loss-making industries such as coalmining. Mr José María Aznar, the prime minister, says some sectors will remain off limits for privatisation, specifically mentioning defence. The principal defence company Santa Bárbara is in any event hardly an appetising prize these days: last year its losses were four times its sales.

Mr Aznar insists that there will be "a grand overhaul of the Spanish public sector." But he adds: "There are areas in which prudence calls for going slowly."

### Some of the results of our experienced experts' work

August 1996

**Banco Bilbao Vizcaya, S.A.**

has acquired a 40% shareholding in

**Banco Ganadero S.A.**

The undersigned initiated this transaction, acted as financial advisor to Banco Bilbao Vizcaya, S.A. and assisted in the negotiations.

**Salomon Brothers**

February 1996

**Telefónica Internacional S.A.**

has acquired a 25% interest in

**Multicanal S.A.**

and

**Pem S.A.**

The undersigned acted as financial advisor to Telefónica Internacional S.A. and assisted in the negotiations.

**Salomon Brothers**

July 1996

U.S. \$598,805,000

**Telefónica del Perú**

American Depositary Shares Representing Class B Shares

The undersigned acted as co-lead manager.

**Salomon Brothers**

July 1996

Ptas 38,313,000,000

**Sol Meliá, S.A.**

Shares

The undersigned acted as co-global coordinator.

**Salomon Brothers**

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## GBS Finanzas

### Providing Corporate Finance Expertise in Spain

**CHEMICAL**

Chemical Venture Partners has exchanged a 4.9% share in **Compañía de Inversiones en Telecomunicaciones, S.A. (COMTEL, Argentina)** for a 20% share in **Empresa Nacional de Telecomunicaciones, S.A. (ENTEL, Chile)** owned by **Telefónica Internacional, S.A.**

We acted as financial advisors to Chemical Venture Partners in this transaction.

**GBS Finanzas**

**Investaciones Iberoicas, S.A. & Torrel, S.A.**

shareholders of **OMSA Alimentación, S.A.** have sold 24.9% of the share capital to **Groupcons, S.A.**

We acted as financial advisors to **Investaciones Iberoicas, S.A.**

**GBS Finanzas**

**SOGEPARC (France)**

has acquired 50% of **Establecimientos El Pilar, S.A.** from **Dragados y Construcciones, S.A.**

We acted as financial advisors in this transaction.

**GBS Finanzas**

**SAMSUNG ELECTRONICS**

has acquired a 15.1% stake in **Empresa Nacional de Telecomunicaciones, S.A. (ENTEL, Chile)**, from **Chemical Venture Partners**

We acted as financial advisors in this transaction.

**GBS Finanzas**

**NIKOLS, S.p.A. (Italy)**

has carried out a capital increase in its Spanish subsidiary **Rhete, S.p.A.**, subscribed by **Corporación Financiera Reunida, S.A. COFR**

We acted as financial advisors to **Nikols, S.p.A.**

**GBS Finanzas**

**BACARDI - MARTINI, S.A.**

has sold 100% of the share capital of its subsidiary **Marqués de Ministrel, S.A.** to **Grupo Bodegas Bertreras, S.A.**

We acted as financial advisors in this transaction.

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SPANISH BANKING AND FINANCE III

The banks and Europe by Tom Burns

# Emu and euro cast a shadow

Financial institutions are moving towards strong industrial investment.

All banks in the Eurozone are now facing the implications of the single currency. The "New Europe" represents a greater challenge to banks in Spain than in other large EU economies. What is specific to the industry in Spain is that the single currency will usher in a new economic environment based on much lower interest rates and a permanently lower inflation rate than in other EU countries. The change in the goal posts on the Spanish banking pitch. The significance of this is all the greater because the domestic banks face a period of change at a time when they have just emerged from a prolonged process of adjustment that has already had a strong impact on their profitability. None of the four big domestic banking groups - Argenta, Banco Bilbao Vizcaya (BBV), Banco Central Hispano (BCH) and Santander - existed in its present shape scarcely 10 years ago. Argenta, now just 25 per cent state-owned and awaiting its full privatisation,

was created out of a pool of government banks; BBV and BCH are both the result of mergers; and Santander overnight became the biggest banking group two and a half years ago when it acquired the troubled Banco Español de Crédito, Banesto. Banking concentration was accompanied by deregulatory moves and by the breakdown of a cosy cartel that had formerly bound the institutions together. The sharply increased competition that ensued has inevitably penalised margins. According to the AEB, the association of domestic banks, the average differential between loans and deposits in the banking sector has fallen from 7.39 per cent to 4.35 per cent between 1991 and 1995 and the intermediary margin as a percentage of average total assets is forecast to be 2.25 per cent this year, down from 2.41 per cent last year and from 3.35 per cent in 1991. Despite a determined effort to control costs - total bank operational costs as a percentage of average total assets fell from 2.73 per cent in 1993 to 2.19 per cent last year - the margin squeeze in the core banking business has been such that the sector's profitability has significantly declined. The sea change in Spanish banking can best be illustrated by the fall in net income return on average equity (ROE) from

the 15.52 per cent that was posted by the sector in 1991 to last year's level of 9.78 per cent. It is in this context that new adjustments triggered by Emu and by the challenges of the economic environment of a "New Europe" cause concern to the sector. As they reel from competitive pressure, the Spanish banks now face more of the same without being able to recover their breath. Mr Jorge Hay, the head of BCH's highly respected research unit, believes that the Emu framework - price transparency, increased number of competitors and financial market globalisation - points inexorably at still narrower margins and that the only reasonable response by the sector is higher levels of efficiency and productivity.

One moot point is whether the "New Europe" will prompt new banking mergers. The logic of this is that a greater critical mass, along with cost rationalisation, could be the shortest and surest route to upgrading efficiency and productivity. The stock answer in Spain is that banking concentration has already occurred in the past decade and that it cannot be taken any further. In Spain the top five banks - Argenta, BBV, BCH, Santander and Banco Popular - which is the smallest but the most profitable of the five - already control 50 per cent of total bank deposits, a percentage that is similar to that in France. There is arguably more call for concentration in Germany, Italy and the UK where the top five domestic banks in each case account, respectively

for 25 per cent, 43 per cent and 35 per cent of national bank deposits. But, to some analysts, the question remains an open one because the trend in Spanish banking suggests an increasing polarisation of the sector between the Santander group and the BBV group, for both institutions - in terms of average total assets, of incomes and of operating margins - have a clear lead over the other three banking groups in the top five. At the six-month stage this year, Santander and BBV, which both showed strong earnings potential, accounted for 55.3 per cent of the combined net profits of the top five. A year earlier the net profits posted by Santander and BBV had represented 51.74 per cent of the top five total.



Domestic banks are facing a period of change. Lydia van der Meer

to concentrate on a diversified core banking business, into a 180 degree strategic turn that was marked earlier this year by the purchase of three per cent of Endesa, the big state-controlled electrical utility. Santander says that it has not suddenly been converted to the virtues of a large industrial portfolio and that it invested in Endesa solely because it made sound financial and banking sense. Few would contest this assertion because Endesa offers unquestionable shareholder value and, in addition, the government's plans to sell off the 66 per cent stake it holds in the company provides Santander's merchant banking unit with considerable business opportunities. However Santander is also being courted by the government as a core shareholder of a planned second telephone operator and further business possibilities lie ahead as the state seeks to encourage private sector investment in infrastructure financing. BBV, which has traditionally retained a strong industrial portfolio and has recently built up strong positions in Telefonía and in the energy conglomerate Repsol, clearly believes that such investments will be invaluable assets in the "New Europe".

Main bank groups (Pts bn)	Assets (30/6/96)	Assets (end-1995)	Net profit (1995)
Grupo Santander	12,096	15,485	107.9
Banco Bilbao Vizcaya	14,955	14,135	105.0
Argenta	11,788	13,059	73.6
Banco Central Hispano	11,522	11,217	20.2
Banco Popular	3,448	3,278	74.1
Bankinter	1,671	1,666	15.3
Banco Sabadell	1,593	1,560	16.4

Source: AEB

PROFILE Banco Sabadell

## Reshaping a legend

The first to buy a foreign network, it is committed to the high street retail sector

Highly capitalised, small and profitable, Banco Sabadell has been a byword for low profile and caution in Spanish banking. This legend may now be over. In a development last June which caused surprise, Sabadell emerged as the sixth largest domestic banking group by deposits and assets following a bold decision to acquire Banco NatWest, the UK bank's retail and commercial subsidiary in Spain. The takeover boosted the group's asset base from Pta1,502bn (£7.9bn) to Pta1,992bn and put it ahead of the Bankinter, one of Spanish banking's more aggressive participants, as the largest of the medium-sized institutions. Sabadell has not only become the first domestic bank to purchase a foreign bank in Spain - the norm was that foreign banks bought domestic networks - but it has also taken the costly step of creating a new bank logo.

by some 37,000 shareholders, none of whom owns more than 0.07 per cent of its equity, Sabadell has consistently maintained a high shareholder value. In addition, it has quietly devoted itself to bread-and-butter banking activities and has built up a solid reputation in niches such as correspondent banking, custody services and the financing of trade. "When we began negotiating with NatWest we were not interested in buying a market quota," says Ms Anna Birulés, who is one of the seven senior Sabadell executives that form the board of the new Solbank. "We wanted quality and we want a good fit." In the event, Sabadell drove a hard bargain for it offered NatWest a quick exit route from Spain - Mr Michael Sharp, its chief executive, termed it "an elegant solution" - that was in line with the UK bank's strategic withdrawal elsewhere in Europe. Sabadell paid Pta23.7bn (£128m) for 60 per cent of Banco NatWest, a sum which represented a 1.3 multiple of its net asset value and the parent bank took a £25m loss on the sale after a restatement of £50m of goodwill that had been previously written off.

It could also have bought quality, Sabadell admired Banco NatWest's risk control, its client service and its strong marketing culture and it also liked the fact that it had turned the corner into profits post net income of Pta8bn in 1995 after running up cumulative losses of more than twice that over the previous three years. At the first six months stage this year Banco Natwest and Asturias posted net profits of Pta2.2bn. The fit is twofold. With the newly-named Solbank, the Sabadell group now has a very respectable presence in Madrid and the opportunity to consolidate along the Mediterranean and in the south of Spain. It will also be able to diversify, through Solbank and Asturias, more strongly into conventional retail banking. Does Sabadell have any more surprises in its secretive and very deep pockets? Not according to Ms Birulés. "We are quite content to be the sixth largest banking group," she says. And any thought of raising capital on the stock market is considered heresy at Sabadell, much though the markets would like it.

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**Tom Burns**

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GBP 1,929,000,000  
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IV SPANISH BANKING AND FINANCE

Latin America: by David White

# In the quest for fabulous wealth

The main groups need more fertile ground than their own competitive market at home

The legend of El Dorado has been revived by Spanish banks in a determined search for growth markets in Latin America. In the last two years, they have invested some \$2bn in the effort. A prominent presence has been established in countries such as Chile, Peru and Colombia more than 170 years after they broke from the Spanish empire. "It's a question of being in the right place at the right time," says Mr Gonzalo Ferreras, general manager for international co-ordination at Banco Bilbao Vizcaya, which this month agreed the first big purchase in Argentina.

The main Spanish groups see no option but to seek more fertile ground than their own increasingly competitive market with its shrinking margins. In Spanish-speaking countries of Latin America they find margins sometimes three or four times those of Spain and have been able to make big inroads in the growing pension fund business.

Only medium-sized by international standards, they loom big on the Latin American banking scene. They see themselves as being able to

export skills there in a way they could not in the European Union. Like others, they burnt their fingers with Latin American loans in the 1980s. But they are now less wary about the region than their US or European counterparts.

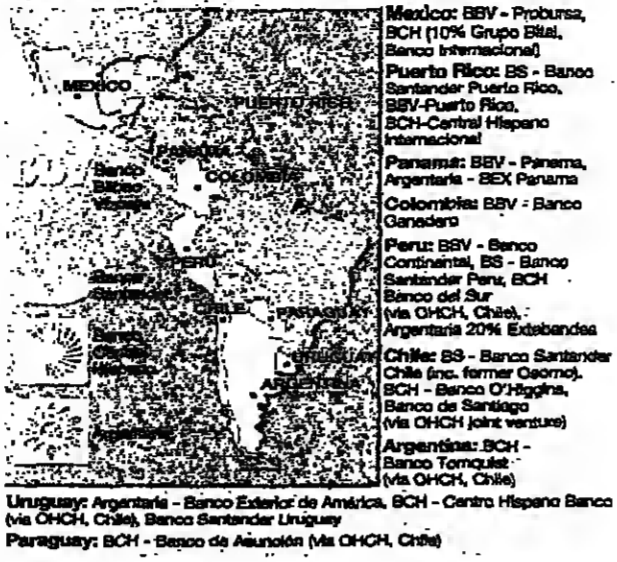
"The situation is completely distinct," says Mr Emilio Novela, a general manager at Banco Central Hispano. "It's not the same thing lending money for building a motorway as having a shareholding."

Banks have followed the same path as Spanish telecommunications, energy and water companies. Between 1990 and 1994 Spain was the largest European investor in Latin America and the Caribbean region, according to the Madrid-based Institute for European-Latin American Relations (Irela). Some 60 per cent of Spanish direct investment flows outside industrialised countries went to the region.

The most aggressive approach among the Spanish banks is that of Banco Santander, which has sought outright control of local banks and placed them under its own name. Its investments to date have a book value of some \$1,560m.

The Americas, including the US, where Santander has a 10 per cent stake in First Union, are reckoned to account for some 18 per cent of the group's basic banking business, much more than

The Latin American connection



its interests elsewhere in Europe. Its biggest Latin American venture is in Chile, through the merger of its operations there with Banco Osorno, announced in April. Through an investment of close to \$500m the Spanish bank assumed 75 per cent control of the joint unit, with 240 branches and assets of more than \$7.9bn.

In Peru, it has merged the former Banco Interamericano and Banco Mercantil, both bought last year after it lost to its Spanish rival BBV in the privatisation tender for Banco Continental, the third-ranking Peruvian bank. Santander took over

Central Hispano's main retail banking subsidiary in Puerto Rico earlier this year and appeared set to buy Banco de Venezuela, the number two Venezuelan bank in terms of deposits, when the Caracas authorities postponed the auction of the bank at the last moment in August.

BBV also has investments worth over \$1bn, built up as part of a new group strategy launched at the beginning of last year. "We decided to start from scratch," says the bank's Mr Ferreras. Its aim was to project itself as a universal bank, taking a strong position in its chosen mar-

kets but working in partnerships to avoid the pitfalls waiting for newcomers. It has not necessarily sought majority shareholdings but has insisted on management control of its operations. Its policy, Mr Ferreras says, is "not to be a spare wheel but a driving wheel."

Its heaviest commitment is in Mexico, where rivals say it has paid a high price for its place. Last year, faced with the option of withdrawing from the troubled Mexican Proburas group, where it had built up a minority holding since 1991, and committing fresh investment, it embarked on a \$350m plan which gave it 70 per cent voting control. The plan included a deal with the Mexican authorities to take over a third of Proburas's loan portfolio and reduce its risk exposure. With a total network of about 300 branches, the Mexican operation is expected to make a small profit this year.

Last year's Mexico move followed the takeover of Banco Continental in Peru. This year BBV has boosted its interests through a 40 per cent stake in Banco Ganadero, the top-ranking Colombian bank, bought for \$220m, and most recently a 30 per cent holding in Banco Francés del Río de la Plata, Argentina's number three private bank, under a deal worth \$350m.

Banco Central Hispano, with about \$500m invested in

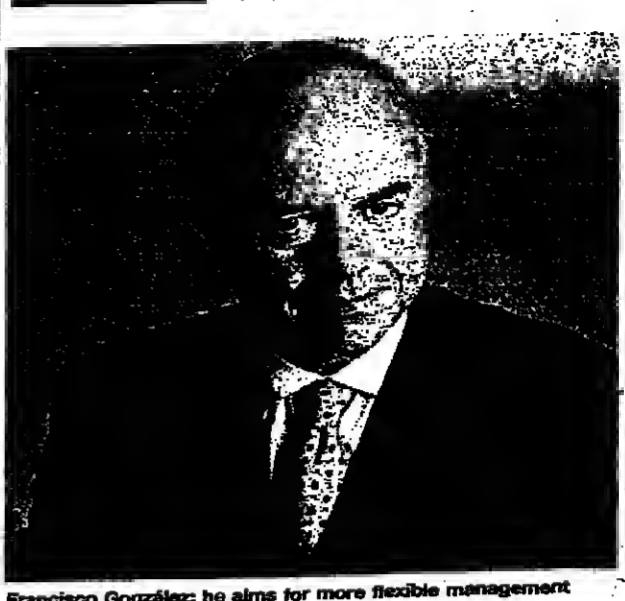
the region, has placed its bets strongly on partnerships, calculating that in retail banking that is the only way of succeeding in the region. It has focused mainly on a joint holding venture with the powerful Luksis family group in Chile, called O'Higgins-Central Hispano (OHCH). Through this company, in which the Chilean partner holds management responsibility, it controls Banco de Santiago, now being merged with Banco O'Higgins to form the largest Chilean banking group, with combined assets of \$11.3bn.

The Chilean holding venture, seen as a hub for interests in the southern part of South America, also controls Banco del Sur in Peru. Merged with another Peruvian bank, Banco del Libertador.

In Mexico, BCH and its Portuguese partner bank Banco Comercial Português share a 20 per cent stake in Grupo Bital, formerly Prime Internacional, which in turn controls Banco Internacional, with more than 700 branches.

Argentaria has been reorganising the interests which its Banco Exterior subsidiary, once the official Spanish export bank, used to have in the region. It has merged its interests in the Mercosur countries and Chile into a new Montevideo-based unit, Banco Exterior de América.

PROFILE Argentaria



Francisco González: he aims for more flexible management

## The third time round

He was chosen with the brief to complete the bank's privatisation

Mr Francisco González has just embarked on his third career. Having started work in the computer industry, he then set up a highly successful stockbroking business.

He has now joined the ranks of Spain's big bank chairmen as the government-appointed head of the Argentaria group.

His previous company had 130 employees.

But at Argentaria, he is in charge of more than 16,000. The change, he says, has been "a fascinating experience."

His nomination in May was the first corporate appointment made by the new centre-right government - and the signal that it had made up its mind to change the top jobs throughout most of the state and semi-state sector, irrespective of the incumbent chairman's standing.

This meant ousting Mr Francisco Luzón, who had headed Argentaria since its formation five years ago in a merger of state-controlled banking interests, and had taken it through three stages of privatisation. In the process, the government's holding was reduced to 25 per cent.

The two men share a reputation for working to a punishing schedule. Mr González, a fit 51, is a man of abstemious habits, a non-drinker and non-smoker who plays golf at the weekend but otherwise spends little time away from work. At Argentaria's headquarters in central Madrid, most unusually for a Spanish office, there are no ashtrays.

He was hand-picked for the post by Mr Rodrigo Rato, the economy and finance minister, with the brief to complete the bank's privatisation and maintain it as an independent group. Just three months before,

Mr González had sold the broker-dealer, corporate finance and asset management businesses of FG, the company he founded and still controlled along with other managers, to Merrill Lynch for just under \$30m. FG - named from his initials - had become the largest Spanish brokerage not controlled by a banking group.

After the deal, under which he was to become a senior adviser to Merrill Lynch, Mr González was thinking about another business venture in which to invest his capital. These plans, he says, are now on ice.

The timing of Argentaria's share sale has still to be decided, he says, emphasising that it will need careful preparation. First-half net profits fell by almost 11 per cent, showing up how much the bank had been relying on non-recurrent earnings.

Mr González has reorganised the group into business areas, aiming to make make it work "like a single entity from an operative point view" and taking it further away from Mr Luzón's original idea of a "federated bank".

Its different units are to remain juridically separate, but Mr González aims for the more flexible management of resources, and for cost savings across the group.

With his computer background, he also wants to place Argentaria in the van of technological change in Spanish banking.

Mr González says that, unlike his predecessor, he believes in delegating responsibilities.

He has created a new post of managing director, bringing in Mr Ramón Bustamante from the Banesto group.

"The whole thing is having a good team," he says. "I don't believe in the style of a chairman having to do everything."

"I prefer people to think for themselves."

David White

Futures and options: by Tom Burns

## A market more than holding its own

Meff is hopeful it can withstand the challenge of Life in an Emu environment

Meff, Spain's financial futures and options market, emerged as one of the fastest growing derivatives markets in the world two years ago. It held its newly-won ground in difficult conditions last

year and looks in fine fettle this year.

The sixty-four billion peseta question is whether Meff will survive the changed economic and financial environment that will be ushered in by the economic and monetary union (Emu).

To a great extent 1995 was a test year because the derivatives business in Spain had surpassed all expectations the previous year. In 1994, volume at Meff Renta Vari-

able (Meff RV), which is based in Madrid and trades stock index futures and options, and Meff Renta Fija (Meff RF), which is based in Barcelona and lists short-term money market and bond contracts, increased by 139.7 per cent and by 142.2 per cent respectively.

The surge in business suggested that Spain's futures and options markets had arrived on the sector's global map. Meff Holding, the corporate umbrella for the Madrid equity and the Barcelona fixed income units, posted a combined total of 55.1m contracts in 1994 and both Meff RV and Meff RF were comfortably in the top 20 in the league table of international derivatives exchanges.

Last year was a testing one because the downward trend in interest rates and the bullish stock market reduced hedging requirements and pulled down business derivatives volume in most exchanges. In the circumstances, therefore, the 75 per cent volume increase posted by Meff holding as contracts exceeded 56m was viewed as a significant endorsement of the sustained earnings potential of the Spanish markets.

Meff Holding chairman Mr Josep Manuel Basañez told shareholders he was "particularly pleased to highlight the positive aspects" of the growth recorded by the

Spanish exchanges. Meff's reputation as a front edge technology innovator was steadily gaining ground and its systems were chosen by Portugal's futures and options markets.

"This confident picture looks as if it continues to be in place this year. Meff Holding posted a 13.5 increase in contract volume between January and August over the same period in 1995.

It is an open question, however, whether this track record is enough to see Spain's derivatives markets through to continued success in a euro framework. "There is no consensus about what will happen with Monetary Union," says Mr Pablo de Diego, a board member of Meff Holding, "in a worse case scenario Life [London International Financial Futures Exchange] could take all the business."

But the strong feeling among Meff directors, shareholders and clients is that, albeit in a possibly changed form, the Spanish derivatives markets are here to stay. Meff may be dwarfed by Life but it has met the London exchange's challenge before and it emerged successfully from the scrap. Meff RF in Barcelona coped with a Life launch of a contract on 10-year Spanish bonds by implementing strong cuts in commissions and by demanding, and getting, increased support from

its members. The market makers pumped in liquidity and narrowed the spreads while Meff built up client loyalty by delivering effective clearing, high quality service and attractive pricing.

The upshot was that the reference for the 10-year bono stayed in Spain. The victory, however, does not in itself assure Meff a future. Conventional theory has it that Emu and the euro, by killing off sovereign bonds, will break specialist and peripheral markets: with the loss of its star bono product, Barcelona's derivatives exchange could be forced to wind up its business.

In practise, Meff RF shows every intention of confounding those who predict its eventual demise. In June, Barcelona's derivatives market entered the cross market bond spread trade by designing contracts called Diff that are based on the price differential between long-term government bond futures contracts of Germany, France and Italy with respect to the 10-year notional bono that it trades.

The essence of the product is that it eliminates the need to deal in two different futures contracts simultaneously in order to obtain a spread position and that it therefore both cheapens the contract and eliminates execution risk. Meff claims that thanks to the price sensitivity adjustment that is

achieved by trading the bono, the Diff contract is converted from a price spread into a yield differential spread.

Active Diff promotion by Meff RF's market makers, who emphasised the hedging and arbitrage possibilities of the new product, ensured that the volume of Diff contracts increased rapidly as soon as they were launched to more than 2,000 contracts a day. While it is still early days for the product the Barcelona exchange expects a steady increase in its business volume.

Innovation is one factor that looks set to nurture Meff's continued good health in a single currency environment. Client loyalty is another. "There are a lot of institutions who have operated profitably, efficiently and comfortably with Meff for some time now," says Mr Antonio García Rebollar, chief executive of Madrid securities house Renta 4. "They are going to be providing the support it needs to keep it going."

Looking ahead to the single currency environment with all the imponderables that such forecasting involves, there is nothing to suggest that Meff technology and expertise will be unable to tap new clients among the domestic institutional funds with new products in the swaps and the over-the-counter niches of the derivatives industry.

Stock market: by Tom Burns

## Rising to new heights

The Popular government and tax reforms have stimulated Madrid's Bolsa

The general index of Madrid's Bolsa hit an historic high in June, corrected itself less than did other peripheral stock exchanges in the summer and is now back at record levels. It could, at last, be time to begin taking the Bolsa with far greater seriousness than in the past.

The overriding reason for a new perspective is that the pro-market sentiment generated by Mr José María Aznar's centre-right government has rapidly delivered two technical reasons for reassessing views about the Bolsa: bigger trading volumes, which means greater domestic support and more liquidity, and new issues, which means more opportunities and a wholly changed Bolsa profile.

The formation of a Popular party government in the spring was the best thing that could possibly have happened to the Bolsa. The new economic team understands that the stock exchange is a vital ingredient of growth in a way that the previous Socialist party

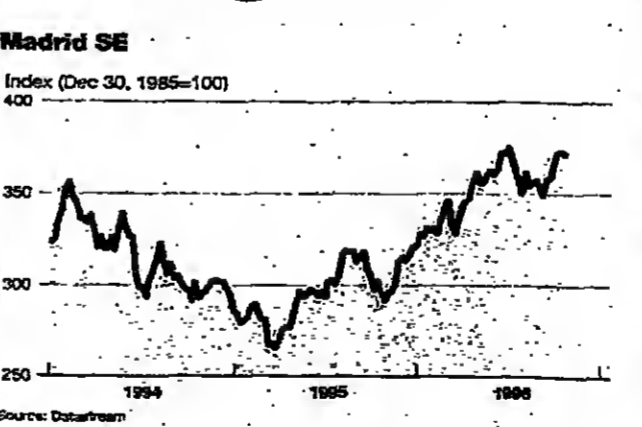
government, beset as it was by ideological mind wars, was incapable of comprehending during its nearly 14 years in power.

Within weeks of taking office, the government radically altered the tax treatment of Bolsa investors by abolishing tax on the first Pt200,000 (€1,000) of capital gains obtained in a fiscal year from the stock market and by instituting a single flat rate 20 per cent tax on all subsequent Bolsa income. Previously Bolsa earnings were taxed as regular income and liable to the top marginal tax rate of 56 per cent.

The Pt200,000 level tax break is a considerable benefit for a wide segment of small Bolsa investors who have some Pt20m invested in the equity markets and who, under the previous fiscal guidelines, were liable to an average tax of some 35 per cent on their Bolsa earnings.

The Popular party government does not talk about people's capitalism in the way that conservative governments under Mrs Margaret Thatcher did in the UK during the 1980s but the effect of its Bolsa legislation could be a similar one.

Brokers believe the investor-friendly tax guidelines could double the numbers of small savers playing the



Source: Datastream

equity markets.

The disposal by the previous Socialist party government of 10 per cent of Telefonía a year ago attracted around 550,000 individual small investors to the retail market. The big domestic banks, who have their finger on the pulse of the retail trade, believe that with the new capital gains tax a million small savers could buy into a new Telefonía placement.

The retail trade traditionally occupies the centre stage of the domestic market in all Spanish listings and, if the domestic banks are right, it will continue to have a dominant weighting. In addition the domestic institutional funds

when they were so manifestly wrong in the past?

One reason why the insiders could be on track this time around is that the fixed income-equities playing pitch has now been levelled. An investment culture had for too long been formed by benchmark lending rates in excess of 15 per cent and by a public sector borrowing requirement that multiplied year after year. This is no longer the case.

The government's commitment to reducing the deficit, the low interest rate and the low inflation rate environment and, most importantly, the commitment to continue budget rectitude under the framework of the economic and monetary union (Emu) convergence, makes the domestic equity market more attractive than it has ever been in the past.

This claim is not far fetched. The proof lies in the pudding and in less than six months two new listings have driven home the point that the Bolsa is undergoing a long overdue sea-change.

The first listing was a global initial public offering by Sol-Mellá in June that raised \$275m in fresh capital and put 40 per cent of the Majorca-based, family-owned hotel group on the Madrid market. The second, which is scheduled for next month, will put 45 per cent of Telepizza, the leader of Spain's home-delivery pizza segment, in the hands of domes-

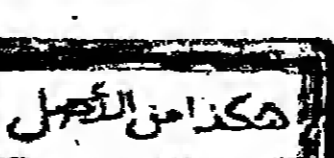
tic and international investors.

The eye-catching feature of the IPO by Sol-Mellá, which is ranked 17th among the world's hotel groups, was that it marked the first time that a family group had gone to the equity market in order to raise capital. Telepizza's IPO also breaks new ground because the listing of a small cap growth company constitutes a novelty on the Bolsa.

Both listings, moreover, brought new sectors on to the Madrid market. Strange as it may seem for an economy that earns more than 10 per cent of its GDP from tourism, there was not a single bona fide leisure group listed on the Bolsa until Sol-Mellá decided to tap investors. And despite the 30 per cent annual growth in the Spanish fast food market over the past four years, Telepizza, which has had a market capitalisation in the Pt23bn-Pt27.3bn range, is the first company in this sector to be listed.

Sol-Mellá and Telepizza have set a pace that was unknown before on the Bolsa. Within the next six months there could be between 4-5 more small-to-medium capitalisation listings and there are a further 10 companies, according to Bolsa insiders, seriously considering IPOs. In the past, one new listing a year on the Bolsa was considered a good average.

Exchange rate at June 30, 1996: US \$ 1 = 128.20 pts.



# LOGISTICS

Many in the logistics sector acknowledge the need to improve the quality and range of services which they provide. But they point also to the need for their customers to understand the importance of logistics and to deal with it at a senior level.

Charles Batchelor reports

## Industry in transition

Logistics is an industry in transition. At company level, distribution and logistics managers are trying to get their message - and, if possible, themselves - into the board room. At national level, small and medium-sized companies are merging to form larger groups. And on the international stage, national suppliers are struggling to build cross-border networks.

Controlled warehouse in Schiffhausen for Kraft Jacobs Suchard, the chocolate, confectionery and foods group. Every night, between midnight and 2am, 800 orders are "picked" from the range of more than 2,000 items on the racks of pallets and are prepared for despatch the next morning.

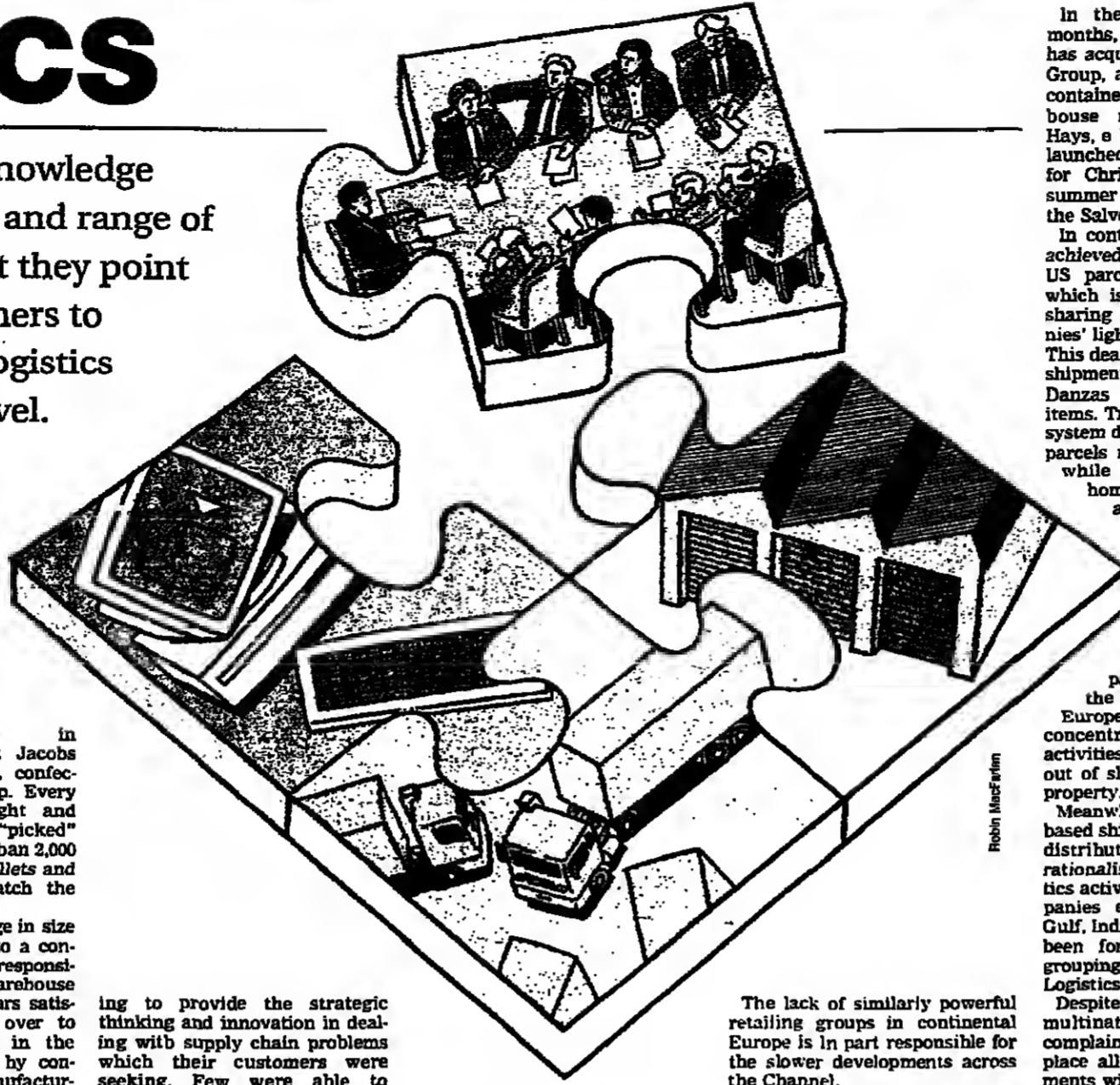
Consignments can range in size from a postal package to a container load. Although responsibility for running the warehouse and keeping its customers satisfied has been handed over to Danzas, stock control in the warehouse is mirrored by controls at K&S and the manufacturer can check Danzas's books at any time. The contract is on a cost-plus basis, which means savings are shared between the two companies.

Danzas advances this as an example of how logistics arrangements should work but relationships are not always so smooth. A recent survey of 300 UK logistics suppliers, by P-E International, a consultancy, revealed significant levels of dissatisfaction with the quality of services provided. The survey, the third in a series repeated every three years, found a decline in the quality of the service offered due to poor management and insufficient controls. Logistics suppliers were also failing to provide the strategic thinking and innovation in dealing with supply chain problems which their customers were seeking. Few were able to provide cross-border services.

One-third of the companies surveyed were dissatisfied with the general level of service provided, while three-quarters said they would seriously consider changing their logistics suppliers over the next three years. Many in the logistics industry acknowledge the need to improve the quality and range of services which they provide. But they point also to the need for their customers to understand the importance of logistics and to deal with it at a senior level within the company.

"Logistics is cross-functional, like finance," says Mr David Quarby, a former joint managing director of J. Sainsbury and current president of the Institute of Logistics. "All the top people in a company need to be logistics literate. No organisation can afford to have its logistics thinking done by a third party. It needs someone within the company to set the targets and build the framework," he told the Institute of Logistics annual conference.

Sainsbury and the other large supermarket groups can claim to have played a considerable role in creating the logistics sector in the UK. Their demands for improvements in deliveries, cuts in stock levels and reductions in costs brought together a previously fragmented haulage and distribution sector.



In the UK, in the past 18 months, Securicor Distribution has acquired the Russell Davies Group, a company with a large container distribution and warehouse management business. Hays, a business services group, launched a £1.2bn takeover bid for Christian Salvesen, in the summer but was beaten off by the Salvesen management.

In continental Europe, Danzas achieved a tie-up with UPS, the US parcels group, in a move which is aimed at achieving a sharing out of the two companies' light and heavy operations. This deal will leave UPS to move shipments of up to 70kg while Danzas takes on the heavier items. Trying to fit pallets into a system designed to move express parcels made no sense for UPS while Danzas was more at home operating warehouses and forklift trucks.

In Scandinavia, BTL, one of the two largest Swedish distribution companies, acquired a Finnish transport group, Huolintakeskus, in April as part of its expansion into the Russian and east European markets. BTL has concentrated on its logistics activities in recent years, pulling out of ship-owning, finance and property.

Meanwhile, P&O, the British-based shipping, construction and distribution group, has been rationalising its worldwide logistics activities. Five existing companies active in Europe, the Gulf, India and the Far East have been formed into a specialist grouping known as P&O Global Logistics.

Despite international mergers, multinational companies still complain that they are unable to place all their logistics requirements with one supplier. Part of the reason for the slow development of international networks is the cost of building operations from scratch and the uncertainty of making acquisitions. Meyne Nickless Europe has recruited a experienced German manager to look for acquisitions in that market after an unsuccessful purchase in Spain.

Much speculation centres on who will emerge the winners from the changes which are expected to take place in the logistics industry. The ability to handle information technology will be the deciding factor in success in logistics, according to Mr Alan Cole, chief executive of Transport Development Group, a UK logistics company. "Keeping up with IT will be very

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Production Editor: Philip Sanders

expensive," he forecasts. "The winners will be those with the best systems."

At present, no one can provide a truly global logistics service but the solutions are becoming clearer. Mergers, partnerships and other alliances will be needed to acquire the necessary international reach. British logistics groups pride themselves on the degree of sophistication of the services they provide but they may lack the spread of activities to achieve international success, warns Mr Mark Bedeman, a logistics adviser to UK accountancy firm Coopers & Lybrand. "The UK is technically strong in logistics but strategically weak in intermodal skills," he says.

"British companies are very strong in one mode - road transport - but they lack air freight experience; they don't have contacts with the shipping lines; and they don't carry out freight forwarding."

Potential winners in the next century could come from a wide range of industries, including express parcels, air freight, freight forwarding, shipping or logistics, he suggests.

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2 LOGISTICS

Environmental Issues: by Michael Terry

# Cleaning up the pallet

Contractors are responding to political and legislative pressures

By introducing a worldwide standard for the packaging of components in transit between its suppliers and factories, office equipment manufacturer Rank Xerox claims to be saving \$2m a year.

Previously, the company used 25 different types of pallet and 8,000 box sizes. It disposed of about 110 tonnes of packaging waste a day. Storage of in-bound goods was inefficient. Piece part damage was widespread and parts frequently needed repacking.

The project to rationalise the packaging, one of three introduced by the company to reduce the environmental impact of its logistics systems, is part of a growing trend by the logistics industry to respond to intensifying political and legislative pressure for environmentally sustainable industrial systems.

EC Directive 94/62 on packaging and packaging waste is an important force behind

the European logistics industry's efforts to modify its transit packaging policies.

To deter the disposal of packaging waste to landfill and encourage the use of less packaging, the directive obliges each EU member state to set up self-financing systems to recover the waste for recycling, conversion into energy or incineration.

By mid-2001, member states are required to recover up to 65 per cent of packaging waste and recycle up to 45 per cent.

But, according to Mr Anders Linde, chairman of Europen, the European organisation for packaging and the environment, the choices are not simple.

He says: "Reverse logistics must strike a balance between the resources saved and the extra energy and pollution required to collect them. The directive will increase product costs by up to 5 per cent. But its harmonisation of approach will stop countries raising unfair barriers."

Mr Jacques Fonteyne, managing director of the European Recovery and Recycling Association, says: "Changes to the law are forcing the logistics industry to look at new ways of pack-

ing and handling products. It must assess the environmental impact of disposing of its packaging."

Rank Xerox's world standard system of reusable, pallet and box modules for component supplies uses bar coding to track consignments. Reduced amounts of inner packing minimise waste.

Its environmental consultant, Kirstie McIntyre, said: "By closing the packaging loop we have eliminated the need for wasteful or harmful disposal. We have reduced the amount of new packaging that needs to be purchased. Receiving accuracy has been improved. Parts damage has been almost eliminated."

To cut packaging costs by a further \$1m a year, Rank Xerox is now introducing a landfill levy, is completing a consultation on plans for dealing with packaging waste. The proposed self-financing system, which would be administered by industry, is expected to come on stream next year. It places responsibility on the producers who, according to their place in the packaging chain, must recover a predetermined share of the packaging waste they generate.

Companies can choose

between making their own recovery and recycling arrangements or joining an industry-run scheme.

A government spokeswoman said responsibility for recovering transit packaging waste would lie with the company that applied the packaging to the product.

Recording company EMI Music also views returnable systems as a way to reduce transit packaging. It is carrying out test deliveries of CDs, tapes and records to leading shops in London's West End, using specially designed, flat-pack boxes made from toughened cardboard. It is discussing with its national carrier, express parcels operator Parceline, how the boxes can be used for deliveries to other UK customers. The challenge is to develop a fool-proof system for return of the boxes.

Although packaging is being placed higher on the logistics industry's agenda, lorries continue to make the environmental headlines.

Truck builders must now fit engines that meet the much stricter Euro II exhaust emissions standards. Truck drivers must fill up with low-sulphur diesel.

However, research by Cranfield University shows that the European companies' trend for more focused

production and sourcing from further afield has doubled the average length of lorry journeys over the past 30 years, dramatically increasing the levels of pollution. And it is happening despite industry efforts to mitigate the effect of emissions through more efficient vehicle utilisation.

The Freight Transport Association, the industry's leading trade organisation in the UK, claims that the number of lorries in Britain fell by 25 per cent between 1968 and 1994 and the average volume of work by a lorry, measured in tonne-kilometres a year, has increased by 300 per cent.

It says that careful journey planning and exploitation of return journey opportunities has reduced empty running in the UK to 25 per cent. The European average is 30 per cent.

Mr Sean Flunkett, distribution director at EMI Music, speaks for industry as a whole, however, when he says: "Sound environmental practice brings major cost benefits."

For the first year of its transit packaging recycling scheme, Tesco, the UK supermarket chain, expects to report profits of £20m from the sale of waste, despite losing £1.5m a year on reusable plastic trays that go missing.



UPS has a fleet of low-emission Compressed Natural Gas vehicles

PROFILE J. Sainsbury

## Spending has been scythed

For the past two years the UK's logistics companies have complained about the highly competitive nature of their markets as their profitability has fallen rapidly.

The main culprits have been the British supermarket chains which, facing their own price war, have taken a scythe to their distribution bills.

J. Sainsbury, the UK supermarket group, has been at the forefront of this drive. Mr Bob Parle, Sainsbury's director of distribution operations, reckons that the group has cut its distribution costs by 25 per cent in real terms since 1992.

The savings have been achieved partly by taking a greater proportion of its business away from third-party distributors, and running it in-house.

While the bulk of the group's primary distribution - that is, from suppliers - is outsourced, more than 40 per cent of secondary distribution, to the actual stores, is handled by Sainsbury, and Mr Parle would like to see that level increase.

The rationale for having a mix between in-house and third-party used to be the flexibility it gave a company if there was a labour dispute. But now retailers use in-house operations to "bench-mark" what the costs should be for the rest of their distribution and to experiment with new ideas.

Improved computer technology has also helped reduce the distribution bill. Mr John Rowe, logistics director, says Sainsbury's invested £50m over the past three years on developing its own, customised computer systems - "Sabre" for its stores and "Sefin" for the depots. "This has allowed us to be much more clever about the utilisation of our assets," he says.

Costs have also been cut by making better use of the group's vehicles. Instead of having particular fleets dedicated to individual routes, the vehicles now do more flexible journeys, collecting from suppliers, delivering to a depot and then picking up another load for a store, before returning to the supplier.

The effect of these "triangular" journeys, as Mr Rowe calls them, has been to cut the size of the in-house fleet by one third in the past four years.

The group's goal is to

keep the annual rise in distribution costs below inflation each year.

However, to the relief of its third-party distributors, Sainsbury is now focusing its attention on other parts of the distribution process to try and reduce costs.

"The squeeze has tended to come in the middle - now we are looking at the two ends: the stores and the suppliers," Mr Rowe says. He estimates that 50 per cent of the costs are incurred on "the last 100 yards from the back of the store in the front of the shelves".

The goal, therefore, is to try and minimise the work that needs to be done, such as checking, sorting and storage, at the actual supermarkets. That means more accurate stock selection at the warehouses using scanning technology and swifter response times for orders. It also means that the stores need to improve their forecasting about customer demands.

Over the past few years, the group has reduced from three days to two the time it takes between a supermarket ordering a perishable product, such as yoghurt or poultry, and that product being available to customers. It is now looking to halve that time.

On the supplier's side, Mr Parle says the Sainsbury group is trying to improve links with food manufacturers so that it is easier and cheaper to do business with the group.

Sainsbury is also on the board of ECR, an industry group which brings together suppliers and retailers to investigate ways of reducing costs.

As it expands its operations, the group is increasingly keen on owning its own distribution sites, rather than leasing them. This gives the group greater control over location and Sainsbury faces a lower cost of funding than most third-party distributors.

The new site which Sainsbury is looking to develop in Scotland will be built and owned by the group.

One important challenge ahead is the increasing demand for products from continental Europe which brings with it significant distribution costs. The group is gradually extending its logistics operations on to the continent.

Geoff Dyer

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Gillette razor plant, London. 'EDI may speed up communications and take away some of the administrative chore. But the cost deters'

Developments in Europe: by Michael Terry

# Revolutions progress

## A number of factors are driving a shake-up in supply chain management

The fact that 132 out of 150 companies in a Europe-wide survey\*, published earlier this year, have been carrying out significant overhauls of their supply chains, affirms the growing importance of logistics to the way European companies run themselves.

The survey, by management consultants KPMG and the Economist Intelligence Unit (EIU), says: "European supply chain management is undergoing two related revolutions."

"The first, a global phenomenon, is the growing interest in supply chain integration, both within and outside companies, as they apply new strategies and management techniques backed by the latest information technology."

"The second is concerned specifically with Europe: the trend towards greater geographic integration of supply chains in many industries, as manufacturers and retailers grasp the opportunities created by the removal of barriers to cross-border movement of goods within the expanding European single market."

US-owned medical supplies company Baxter International, which delivers direct to hospitals, has reduced its European warehouse network from 35 national facilities to five regional ones serving the UK and Ireland; Scandinavia; Benelux; France, Germany, Austria and Switzerland; Spain; and Italy.

Other forces driving European supply chain re-organisation are:

- Avoidance of expensive stocks of obsolete goods resulting from shrinking product life cycles;
- Post-merger integration; and
- Rationalisation of the European manufacturing base.

Re-organisation can be part of a much larger, strategic, project. US-owned white goods manufacturer Whirlpool, which moved into Europe in response to the global strategy being adopted by the Swedish electrical goods manufacturer Electrolux, began by overhauling its manufacturing base before moving on to its information and logistics systems.

Despite a slower-than-expected reaction to the EC single market, more and more European companies are beginning to move away from managing their supply chains at just a national level. They are reducing the number of manufacturing sites and moving towards

fewer warehouses and stocking points. And they are setting up multi-country distribution centres or, in some cases, pan-European and global ones.

Of the respondents to the KPMG/EIU survey, 37 per cent operate European distribution systems and 26 per cent operate national distribution systems. Fifty-six per cent said they previously operated national systems. The proportion of global systems has increased to 16 per cent and that of companies with a mix of national and regional systems has risen from 14 per cent to 21 per cent.

Reorganising a supply chain is as much to do with restructuring a company's operating processes as with re-designing its physical distribution networks.

Because of the continuing need to balance its European supplies with demand, US-owned computer equipment supplier, Hewlett-Packard, has radically reformed its demand forecasting and planning system. When its sales targets were set by just adding a percentage to the previous year's figures, projections by the sales force resulted in under-production. Now, the company estimates the size of the total market and bases its production on what it realistically thinks will be its market share.

Companies are also seeking to improve their order processing systems and times. At chemicals group Dupont de Nemours International, customers' orders used to pass through many hands and were subject to adjustments before they reached production.

As a result, customers seldom received exactly what they had requested. Now, the orders come in direct to the factory by telephone, and the customer link has been merged with production scheduling to ensure that the company can schedule correctly.

Some companies are reorganising their supply chains so that production meets orders rather than replenishing inventories. But, because it is only possible where the order-to-delivery lead time is longer than the production cycle, producers of fast-moving consumer goods are ruled out.

A survey\*\* of 1,000 European companies by management consultants A T Kearney, shows that companies in the automotive industry expect average order cycle times to improve by 38 per cent between 1992 and 1997 as a result of integration: a reduction to 18 days.

Companies in the pharmaceuticals industry anticipate that their average order cycle times will reduce to eight days by 1997: an improvement of 20 per cent.

The survey says that man-

ufacturers of electrical machinery and appliances expect to deliver 96 per cent of their orders on time by 1997, compared with 90 per cent in 1992.

The order cycle time for all European companies taking part in the survey is expected to drop by an average 57 per cent to 10 days.

Logistics managers agree that for IT to support supply chain integration, the information systems must themselves be integrated. But they insist that IT should not be allowed to dominate logistics. It is the process changes themselves that should determine the changes in the information systems.

Two-thirds of the companies in the KPMG/EIU survey are integrating their IT systems so that different geographic and functional units can work together efficiently. Less than half of them envisaged greater centralisation.

The A T Kearney report says that IT is still being under-used as an aid to logistics integration, particularly in linking suppliers with their customers. It shows that in 1992, only 32 per cent of the respondents had computer-to-computer ordering with customers.

A further 33 per cent expect to have the link by installed by 1997.

In fact, it is only recently that supply chain integration has begun to focus on companies' upstream (suppliers) and downstream (customers) relationships.

Of the KPMG/EIU survey respondents that are reorganising their supply chains, most - 74 per cent - say they are setting up electronic data interchange (EDI) links with their customers to transmit purchase orders, shipping notices, invoices and remittance advices.

Retailers, especially the grocery trade, are the main promoters of EDI. But Mr David Harland, in charge of materials management at Gillette, US-owned manufacturer of razors and personal care products, considers the take-up to be slow.

He says: "Where cycles are very short, EDI is essential. For products like ours, it is hard to justify. It may speed up communications a bit and take away some of the administrative chore. But the cost deters."

Because of eastern Europe's growing importance, companies are establishing manufacturing or distribution facilities in the region. A survey\*\*\* by the Institute of Logistics and management consultants, PE Consulting, shows that two in five of the companies surveyed have facilities in the region while a further third expect to set them up in the next three years.

It says North American companies are the most advanced in developing into eastern Europe.

Far Eastern companies are expected to catch up during the next three years but European companies are the least likely to develop in this way.

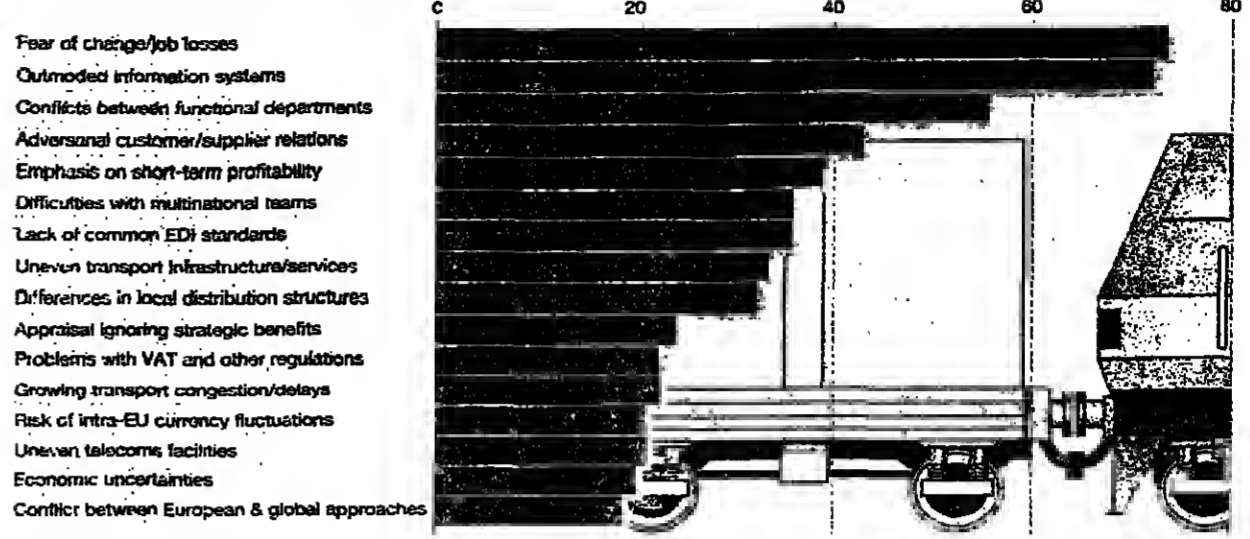
Infrastructure in the region is poor and distances are enormous. Warehouses and materials handling equipment are generally not up to western European standards.

US-owned household and personal care products manufacturer Colgate-Palmolive is overhauling its eastern European logistics systems as part of a strategy to eventually supply central and eastern Europe from factories sited within the region. Mr Dave Nelson, Colgate-

## Supply chain management

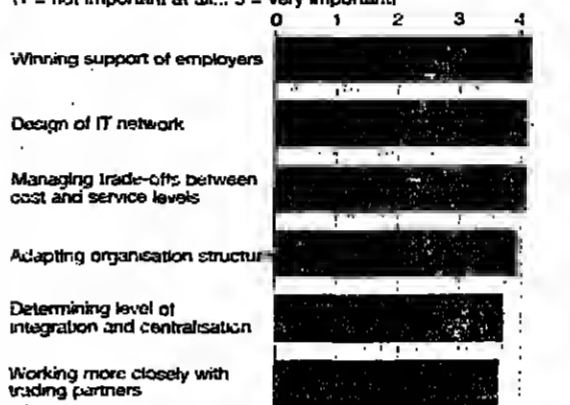
### Barriers and obstacles

What are the major barriers and obstacles to rationalising chains in Europe? (%)



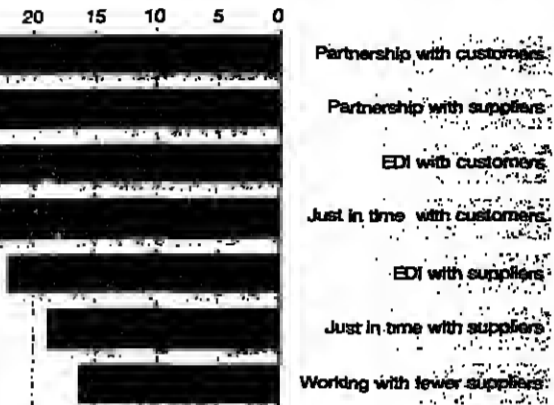
### Major issues

How important are these issues in planning and implementation? (1 = not important at all, 5 = very important)



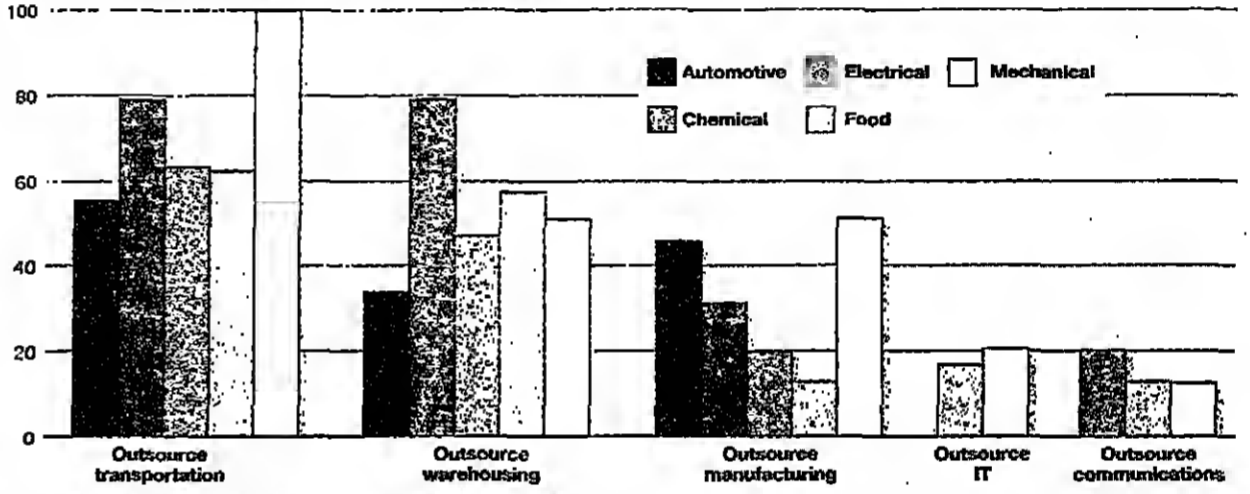
### The most important actions

Which specific actions do you consider most important? (%)



### Outsourcing patterns by industry

Which of the following feature in your supply chain re-engineering? (%)



Source: Economist Intelligence Unit/KPMG 'Supply Chain Management' (0171-830-1007)



- vision
- timing
- dexterity
- experience

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David Harland: 'Where cycles are very short, EDI is essential'

## LOGISTICS

■ The role of rail: by Charles Batchelor

## European hitches

### UK commercial pressures and European Commission activity may help

Many companies are keen to make use of rail to demonstrate their environmental credentials and to overcome the increasing delays involved in using the congested road network. In some instances, even when rail involves a longer journey, the certainty that a shipment will be there at the appointed time can make it an attractive option.

But significant growth remains constrained by the inflexibility of railway operations throughout Europe. The railway industry needs to move quickly to capitalise on the expectations awakened by the shift to privatisation or the opportunity may be lost.

Governments are keen to encourage a shift to rail, to meet their targets for cutting pollution and to reduce congestion on their roads. But it will be a difficult task to reverse the long-term decline of rail, down to just 7 per cent of total freight transport in the UK from 42 per cent in the 1950s.

In the European Union as a whole, rail's share of the freight market has fallen from 23 per cent in 1970 to 16 per cent.

Britain is not the first European country to dismantle its state-owned railway company but it has carried the process the furthest. Britain is implementing many of the changes which the European Commission hopes to encourage throughout continental Europe.

The main problem for British companies seeking to make domestic shipments is the relatively short distances involved. High handling charges at each end of the rail section make the use of rail difficult to justify. Putting the railways into the private sector has meant that loss-making freight shipments can no longer be cross-subsidised by other activities. Every freight journey must cover its costs and

provide a return on the investment.

English, Welsh & Scottish Railway, BR's former Trainload Freight division which is now owned by Wisconsin Central Transportation of the US, is attempting to negotiate more favourable rates with Railtrack, the owner of rail infrastructure. EWS also wants Railtrack to provide a more transparent method of calculating charges. At present shipments must be individually negotiated, a process which can take several months.

The problem of balancing the books on freight shipments has been exacerbated by the difficulty in obtaining government subsidies which are available. An investigation by the National Audit Office into the freight facilities grant, which funds freight terminal equipment, found that the Department of Transport had spent only £32m out of the total of £70m available between 1985 and 1996.

Few freight operators have been able to provide sufficient proof that the projected volumes of traffic will materialise so even mildly speculative attempts to create new business have been turned down for funding. The posi-

tion is about to change, however. The transport department promised last month to be more sympathetic in its treatment of grant applications while the subsidy rate for shipments transferred from motorways was increased from 5p to 20p per mile.

The modernisation of the UK freight market has also been held up by slow progress in privatising BR's freight businesses. This was due largely to the scale of their losses and the need to restructure some of their operations. But the sale is now largely complete and the only remaining business to be sold is Railfreight Distribution, which moves containers through the Channel tunnel.

Channel tunnel shipments have been growing steadily, although not at the rate which was originally forecast. They have been hampered in part by the thoroughness of the security procedures which the British and French governments have insisted upon, although these are being eased.

They have also been hit by the ferocity of the price war between Eurotunnel, operators of the Channel tunnel, and the ferries, which has



The price war between Eurotunnel and the ferries has hit shipments

seen cross-Channel tariffs plummet. It can therefore be far cheaper for a shipper to send consignments by road to the tunnel terminal, through the tunnel by freight shuttle, and then on by road, rather than using rail for the entire length of the journey.

Egger, a German manufacturer of fibre board and chipboard, is to truck 40,000 tonnes of board a year from Germany to the UK via the tunnel shuttle service because it is cheaper than door-to-door rail movements. The relative decline of rail transport - for both freight and passengers - has spurred the European Commission into action. Mr Neil Kinnock, the European transport commissioner, published a white paper entitled *A Strategy for Revitalising the Community's Railways in July*.

Despite growing unease about the damaging impact of road transport, rail's market share has continued to decline, the paper said.

"The main reason is dissatisfaction with the price and quality of rail transport. Rail is not felt to respond to market changes or customers' needs, as other modes do. In fact the railways have been largely insulated from market forces."

Governments were partly responsible for this state of affairs because they interfered in management decisions and imposed obligations without compensating fully for the costs involved, it said. They failed to set

clear financial objectives but subsidised losses or let debts pile up.

"The railways were spared difficult decisions but this ill prepared them for their long-term future," the paper's authors wrote. "A new kind of railway is needed. It should be first and foremost a business, with management independent and free to exploit commercial opportunities but answerable for failure." On the freight front, the Commission wants the creation of a network of "freeways" spanning the continent. At present the average freight train travels at just nine miles an hour and on a typical journey it is likely to be in sidings for an entire afternoon waiting for border checks. It is likely to lose at least half an hour at each frontier, changing crews.

The freeways would provide open access to any carrier approved under a licensing system and would give equal priority to freight and passenger trains. The paperwork for making cross-border journeys would also be simplified. These measures should raise average speeds to just under 40mph and enable rail to compete with road.

Commercial pressures in the UK and Commission activity on the European stage may both bring about a more flexible, more financially viable freight railway. But shippers are looking for speedy action and there is a railway culture built up over decades to be overcome.

## CASE STUDY Rover Group and Exel Logistics

## Double-deck solution

Three years ago, Rover Group, the UK carmaker owned by BMW of Germany, decided to raise production targets for cars made in its assembly plant at Longbridge, south-west of Birmingham.

To achieve these targets, Rover needed to ship an increased volume of car body panels - plates of steel that make up the outside of the car - from its pressings factory in Swindon to the Longbridge site, a distance of 130km.

At that time, the group was transporting about 200 train wagons full of these car body panels every week to Longbridge, on a rail link between the two sites. By 1993, the group wanted to be able to send the equivalent of 700 to 800 wagons a week. On current rail capacity, however, it would only be able to move about 440 weekly wagonloads.

In seeking a solution to this logistics problem, Rover turned to Exel Logistics, a company which has worked with the car manufacturer on a number of projects.

Exel conducted a cost-benefit analysis, considering the alternative of turning to road transport.

"The economics of rail freight generally do not fit for most companies," said Mr Lee Pomlett, managing director of Exel's automotive division. "But in this particular example

you have high volumes with a reasonable level of predictability between two points that are rail linked already."

Mr John Johnson, distribution manager for Rover Group in Swindon, said: "The economics of railway freight are very good. To move an equivalent load by road is in the tens of per cent higher than moving it by rail."

Increasing the volumes moved by rail still posed a problem because the group needed to be able to do it without adding more train journeys or wagons. But because the wagons it was using were virtually filled to capacity, this meant, quite simply, that the group was running out of room.

"We were running out of deck space," says Mr Johnson. "So we decided to create a larger freight wagon."

Making this larger wagon, however, was not simply a matter of widening or deepening the freight cars, because UK rail regulations constrained the dimensions of the wagons.

Exel brought in a rail logistician who calculated the extra volume capacity needed per "move" - or train journey - between Swindon and Longbridge and came up with the specifications for what is effectively a double-decker rail wagon.

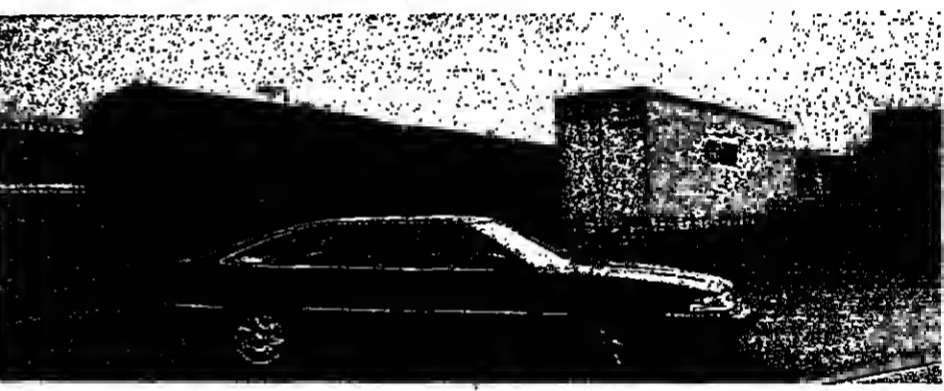
Technicians identified space between the wheels of the wagons which, in conventional freight wagons, constituted wasted space. After a worldwide search for a manufacturer, Exel recommended Rautaruukki, the Finnish state-owned steel company, which designed and built a new wagon.

The wagon has two floors, one of which can be raised after it is loaded, creating further space beneath the first floor. The roofs slide to make loading easier, and the wagons are compatible with British and European track gauges, and also conform to regulations for the Channel Tunnel.

This flexibility was important, said Mr Johnson, so that the group could pursue a variety of distribution options in future years. To operate a rail freight wagon in the Channel Tunnel, the wagon's electrical cables must be coated in a specified non-toxic cable cover so that the cables would not burst into flame in the Tunnel.

"Exel discovered this requirement during the design process and we had to make some radical cost changes during the project," said Mr Johnson. "But if we had not noticed this requirement our wagons would be land-locked in the UK."

Motoko Rich



Rover's double-decker rail freight wagons are compatible with British and European track gauges

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Warehousing by Phillip Hastings

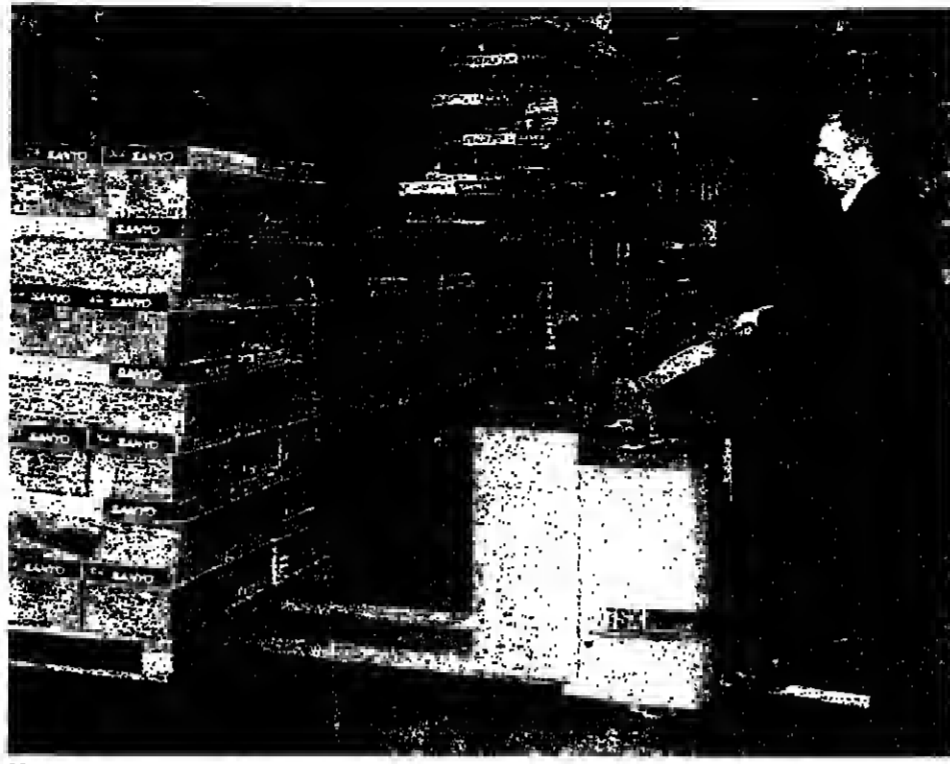
# Efficiency is difficult to gauge

### Before warehouse errors can be reduced, the mistakes have to be identified

Mellon, senior consultant with Cranfield Logistics... "Of the organisations which responded to the survey, 96 per cent expressed an interest in an open benchmarking programme involving visits and exchange of data."

Supporting evidence for that last point emerged at a conference on warehouse accuracy organised earlier this year by the NMFHC. Mr Michael Galley, quality and regulations manager for Vauxhall Aftermarket, told delegates that a change in the system for monitoring picking performance at the automotive industry organisation's warehouse in Luton, Bedfordshire, had produced a "disconcerting" result.

The extent of warehousing industry concern over such problems was highlighted when the UK National Materials Handling Centre (NMFHC), a division of Cranfield Logistics, surveyed possibilities for benchmarking product picking accuracy. In that context, it contacted a range of distribution organisations to investigate the extent to which they monitored warehouse error rates and how they tried to obtain usable figures.



Measurement of performance and quality of service produces figures which can be misleading

they going to satisfy the demands both of their in-house peers and external customers? According to warehousing industry experts, the problem is deep-rooted. Before warehouse errors can be reduced, they say, the mistakes first have to be identified and measured.

Both those exercises, it is suggested, often appear to be more of an art than a science, with the final performance figures depending very much on the criteria used to produce them. Reinforcing that point, Mr Mellon referred to the example of a company which reported that it had an internal target for first time successful completion of orders of 93.2 per cent, while the performance against commitment figure was 92.3 per cent. However, when that performance was measured against what a customer actually required, the figure was only 45.5 per cent.

Electronic Data Interchange by George Black

# Critical information

### Companies are starting to understand the potential of computers



The barcode system of tracking products is constantly evolving

Information Technology is starting to transform the business of logistics, giving managers the chance to operate far more efficiently. And perhaps most significant of all the technological advances is the increasing adoption of electronic commerce, or electronic data interchange (EDI) by distribution companies.

Electronic commerce has been spreading steadily for more than a decade and is beginning to influence the business of distribution radically. Timely delivery of goods is ever more crucial in a world in which their shelf-life is shortening. The shelf-life of electronics goods has reduced from years to months; that of fashion goods and toys can be just a few weeks.

Some companies, he said, only defined picking errors as failures. They left out cases where there was no stock on the shelf, presumably because in their view, warehouse performance was being measured, not systems.

Coupled with the requirement for improvements in physical warehouse operations such as picking is an ever-increasing demand for faster and more detailed information flows. Dr Richard Ballard, a director with consultancy company The Logistics Business, claimed that one of the fundamental principles of materials management was that material flow and information flow must go hand in hand.

Dr Richard Ballard, a director with consultancy company The Logistics Business, claimed that one of the fundamental principles of materials management was that material flow and information flow must go hand in hand. "Not only must a warehouse manager know where an item of stock is, but he or she must also know everything about that item as it applies at a given point in time and place," he said.

The monitoring and measurement of inventory, continued Dr Ballard, was not simply a question of checking stock. It was about knowing at all times, everything which needed to be known about the stock to ensure the effective management of the warehouse. Coupled with that was the reliable feedback of data for management of the business, including inventory control, sales order processing and invoicing.

to allow customers access via the internet to check for themselves where their packages are. Mr Antony Francis, FedEx's vice-president of logistics and electronic commerce, says US customers can now prepare their own shipping documents and order a courier online. Before long, it will be possible for customers to be notified in advance of when the delivery will arrive and what it will contain.

Another sign of the higher priority which logistics systems are taking is that logistics managers have become proactive in establishing EDI systems, rather than leaving it to IT managers, as was the situation a couple of years ago. Mr Mark McDonnell, marketing director for GE Information Services, says logistics managers in retailing are particularly interested in the application of EDI to co-managed inventory systems, by which suppliers share responsibility for keeping store shelves stacked.

In choosing their suppliers, retailers are looking much less at the price of their goods and much more at their ability to deliver reliably, he notes. Another advance is the gradual integration of systems which start to deliver advantages in cost-saving, speed of communication and accuracy of information.

"If you send a message electronically and it has to be re-keyed at the other end, you don't gain anything," says Mr Philip Bird, technical director of software supplier Atlas Products International. "But if it is handled electronically throughout, then the benefits start to come through."

In the past couple of years many more types of message have been adopted for logistics. Most companies began with either electronic orders or invoices, but now many have moved on to order and delivery acknowledgements. The Edifact standard (EDI for Administration, Commerce and Trade) backed by the United Nations, has become broadly accepted worldwide and will be more so after the Ansi (American National Standards Institute) comes in line with it.

The Financial Times plans to publish

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on Friday, January 24 1997.

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6 LOGISTICS

■ Air cargo: by Phillip Hastings

# Shake-up looms for 'fire brigade'

Recent developments reflect a growing demand for integration

Traditionally, as much as 85-90 per cent of standard international air cargo business has been handled by freight forwarders acting as intermediaries for shippers and airlines.

The general pattern of activity has involved shippers and consignees primarily working with forwarders who in turn have dealt with the airlines. And the overall effect of such operations, says Mr Bobby Grin, director of cargo development for Dutch airline KLM, is a segmented supply chain.

"On average, there are 11 entities - customs, truckers, handling companies, forwarders, etc - in the air cargo chain. And the interfaces between these are still being organised like an old Chinese fire brigade, with a bucket of water being passed along from one pair of hands

to another," says Mr Grin. However, as international logistics systems become ever more sophisticated, all the parties involved in air cargo operations are now having to redefine their respective roles.

Airlines and forwarders, for example, are increasingly seeking to develop partnership-type working relationships in an attempt to provide shippers with the higher service levels they are demanding.

"All relationships in the air cargo chain are changing. They are generally becoming less adversarial with more emphasis on partnerships," confirmed Mr Mike Rawlins, manager of sales and marketing, Europe, Middle East and Africa, for global forwarder Emery Worldwide.

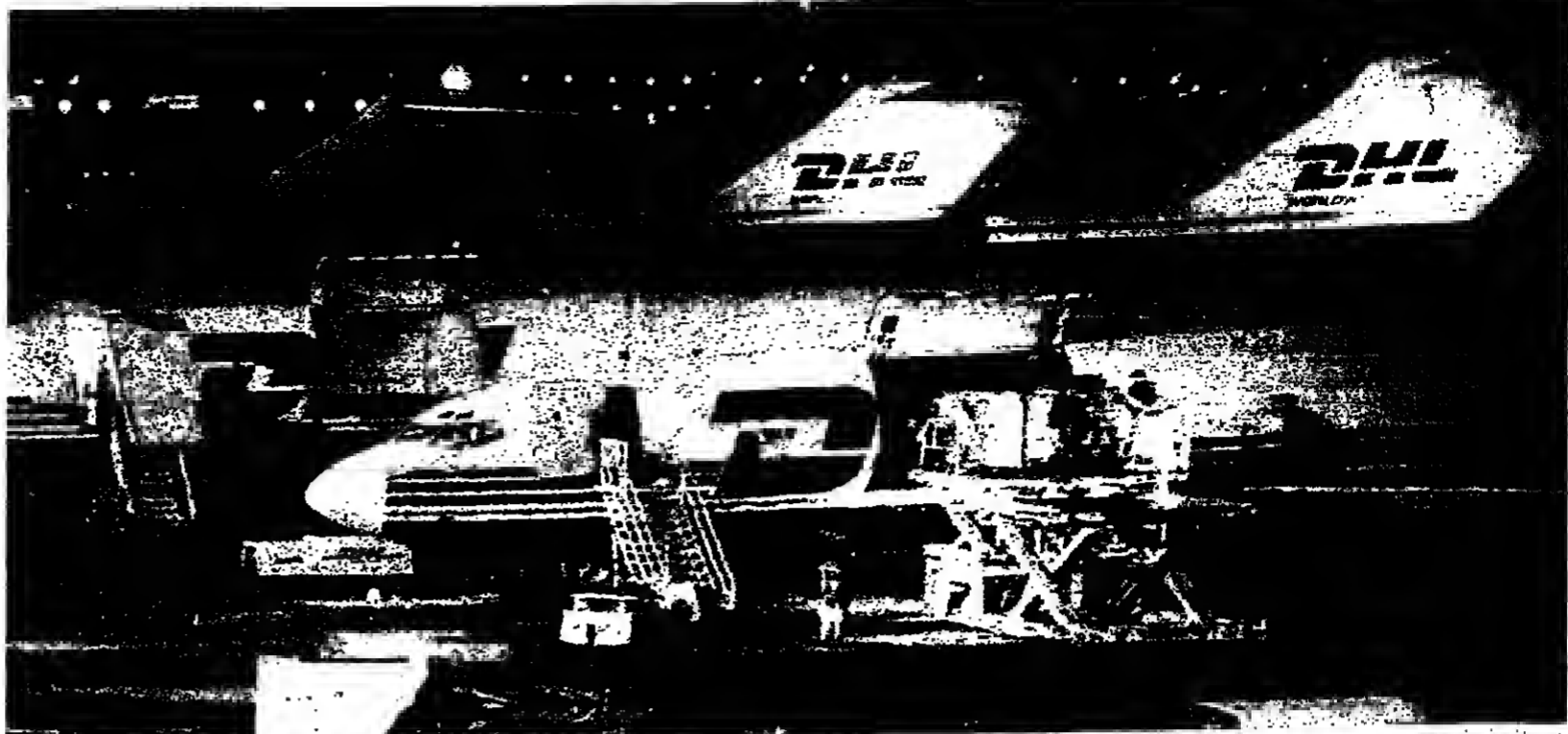
That trend was further highlighted in September when the Geneva-based International Air Transport Association (Iata) organised a two-day "Cargo Partnership Symposium" in Paris for senior executives from leading cargo-carrying air-

lines and forwarders. That event was inspired partly by growing fears in both industries that they are rapidly losing business to global express companies - or integrators as they are often called - such as DHL and United Parcel Service (UPS).

The other motivation, said Mr Colin Mills, director cargo services for Iata, is a growing awareness among airlines and forwarders that while the air cargo industry and technology has changed substantially over the past few years, the way they do business together has not.

"The tools are now becoming available to allow such change and shippers are saying that they want better service," he added.

Certain airlines are also looking to step up their direct contact with cargo shippers. "If a customer asks us to deal with him directly, we will do that," said Mr Grin. However, KLM stresses that it is also looking to develop strong partnerships with interested forwarders. Recently, for example, it



DHL has its own extensive overnight air network within Europe and is continuing to expand its air links elsewhere in the world, including inter-continental operations.

signed a business code of conduct with UK-based forwarder MSAS Cargo International. "Transactional transparency and a commitment to open and honest communications are implicit in this understanding, which also formalises a joint undertak-

ing to uphold specific measurable criteria," stated the two companies.

Such developments reflect a growing demand from the air cargo industry's multinational customers, in particular, for integrated distribution systems and shorter

response times. Predictably, leading air freight forwarders - or logistics service companies as they now prefer to be called - claim they are well placed to develop a leading role in such supply chain management.

Emery, for example, has

established a "Global Logistics" division. Meanwhile, US-based rival AEI now prefers to use those initials rather than its former full name of Air Express International to emphasise that it is now much more than just an air freight forwarder.

Mr Gnter Rohrmann, AEI president and chief executive officer, said examples of the sort of logistics capability his company could now offer included a purchase order management service which enables customers to off-load many administrative tasks associated with the procurement process.

"Our global infrastructure can check on supplier performance at many levels, such as validation of commodities shipped on time, in the correct quantities and material to specification. Services also include proper labelling and the transmission of EDI shipping notices," he added.

Examples of logistics activity quoted by Emery include a "configuration" facility it runs in Frankfurt, Germany, for US-based data storage equipment manufacturer Omega. Services provided there by Emery include receiving orders, packaging them to specification and co-ordinating deliveries to customers and vendors in many locations throughout Europe.

However, forwarders are facing growing competition for international air freight and general logistics management business.

Prominent among the sources of that competition are leading global air express service operators, notably DHL, UPS, TNT, Express Worldwide and Federal Express. The first three have their own extensive overnight air networks within Europe and all four are continuing to expand their air links elsewhere in the world, including inter-continental operations.

Again, the emphasis is increasingly on providing air services as part of a broader supply chain management package.

Certain airlines, too, are now beginning to look at ways of stepping up their involvement in logistics management. Probably the most prominent in that context is KLM which recently revealed it is thinking about splitting its cargo organisation in two to better cater for current trends in global logistics activities.

"Larger shippers will - and already do - actively support carriers and forwarders who want to become more a logistics service supplier than simply a flyer or trucker or operator," commented Mr Grin.

The end result of such growing competition as far as buyers of air cargo services are concerned is an increasing range of service providers and product options.

In that context, a number of developments are helping

make it easier for buyers to assess the relative merits of competing services by providing them with more information.

For example, air cargo industry customers have long complained about the problems which arise when shipments are not flown as booked and the difficulty in getting figures which enable them to compare the performance of individual service providers.

In response to such criticism, this year has seen a sudden pronounced move by the air cargo industry to start publishing regular performance figures.

MSAS, for example, is now publishing quarterly reports. Figures for the first quarter of this year showed that the forwarder achieved a 90.6 per cent flown-as-booked record. That performance improved to 92 per cent in the second quarter and is expected to reach about 92.7 per cent for the third quarter.

"The improvement came from both ourselves and the airlines we use," said a spokesman for MSAS.

Shippers, though, argue that the figures which really

**The main technological emphasis is very much on management information**

interest them are those for actual delivery times. "What matters most to an exporter is that his consignment arrives as booked," emphasised the British Shippers Council.

In a further bid to prove their service integrity, forwarders, express companies and airlines are also increasingly seeking to secure international quality standards accreditation, notably ISO (International Standards Organisation) 9002.

"An ISO certification assures the customer that the seller can furnish an acceptable product or service according to internationally agreed standards," commented Mr Mike Saliba, manager UK and Ireland for Middle East-based express, air cargo and distribution services company Aramex.

As far as technological developments in the international air freight industry are concerned, the main emphasis is currently very much on communications and management information.

Earlier this year, for example, Syntegra, the systems integration division of telecommunications giant BT, launched an Internet-based service called CargoConnect which is designed to enable airline customers to get real-time shipment information from all participating carriers.

RYDER LOGISTICS SERVICES		
Lead logistics	Boarding	
MIS and EDI file transfer	On time	
Shared resources	On time	
Distribution planning	Boarding	
Package tracking	Boarding	
Customer pre-advise	Go to gate	
JIT and Cross-docking	Boarding	
Fleet management	On time	
Inventory management	Go to gate	
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OTHER LOGISTICS COMPANIES	Delayed	

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There is a growing demand from the air cargo industry's multinational customers, in particular, for integrated distribution systems and shorter response times.

